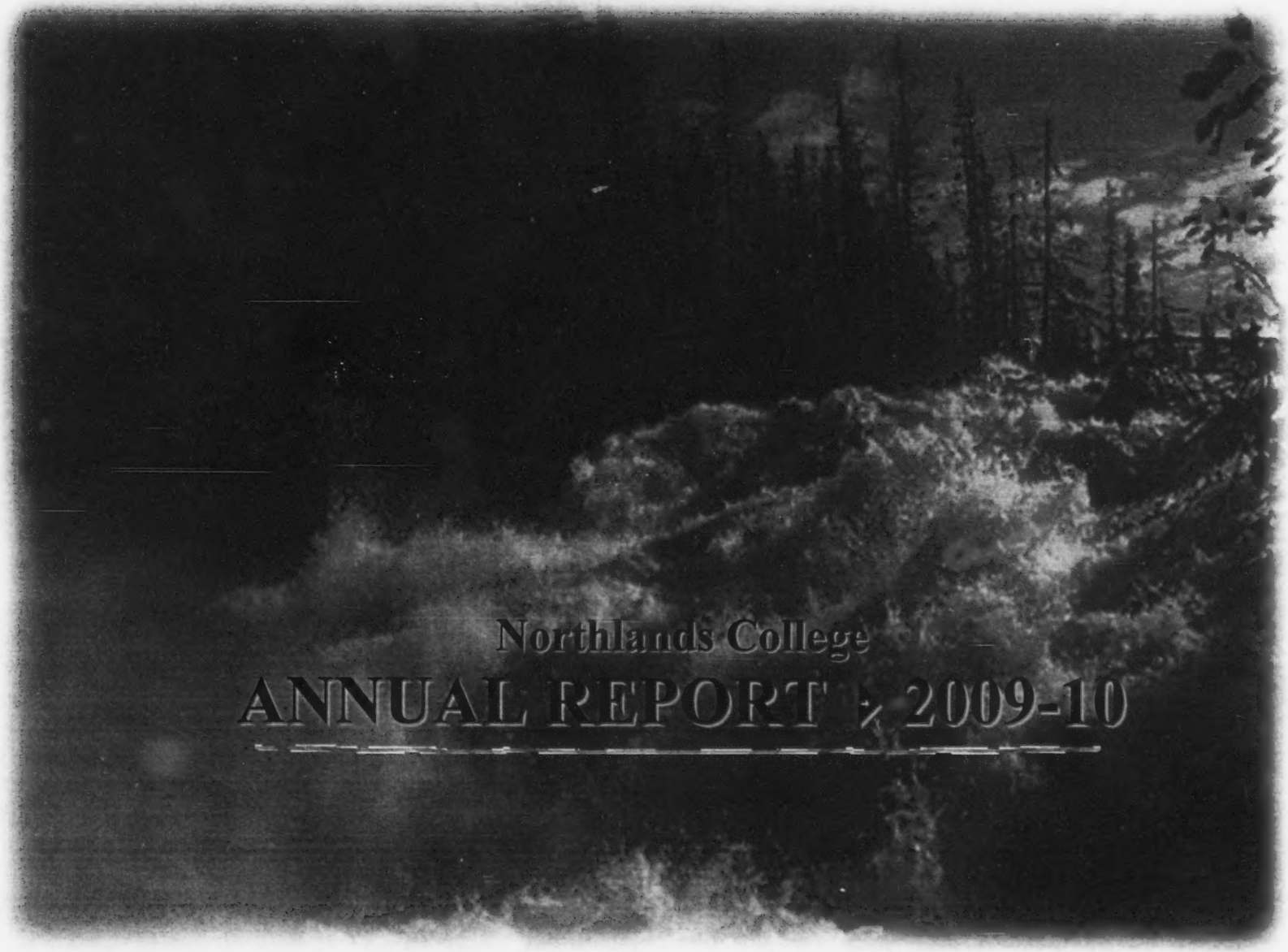
Northlands College
ANNUAL REPORT : 2009-10

MISSION

The Mission of Northlands College is to provide quality education and training programs that will meet the development and employment needs of Northerners, enhance social and economic development, and prepare Northerners to participate in the labour market.

PHILOSOPHY

Northlands College believes that:

- Learning is a life-long process and there is potential for all individuals to grow and to change at all stages of their lives.
- Northern residents should have opportunities for personal growth, and for participation in the social and economic development of the province, particularly the North.
- Adults have rights and responsibilities for their own education: what to learn; how to learn; when to learn; where to learn.
- Adult training and education improves the quality of life by enhancing employability, increasing educational levels, and providing opportunities for enhanced personal and professional development.
- Adult training and education develops healthy communities as well as healthy individuals.
- Adult training and education agencies should be accessible, accountable, and responsive to the communities served.
- A co-operative, collaborative approach among agencies involved with education and services will increase efficiency and effectiveness and enhance benefits for all.
- Collaboration and partnerships with business and industry increases quantity and quality of training opportunities, maximizes available resources, enhances skill transfer and improves opportunities for employment.

PRINCIPLES

Northlands College adheres to the following guiding principles:

- **Accessibility:** Increase access to a broad range of programs and services by focusing on improved extension and decentralization of programs and services, expanded partnerships, program development, use of technology, collaboration, coordination and enhanced counselling support.
- **Responsiveness, Relevance and Community Involvement:** Promote responsiveness to the needs of the North through the development of effective partnerships with local and Aboriginal governments, funding agencies, business and industry, K-12 school systems, and other stakeholders in the planning and development of relevant training, education and career opportunities.
- **Quality:** Maintain and enhance the quality of adult training and education in order to improve the quality of life, to ensure portability of skills and to better position northerners to compete in the labour market.
- **Accountability:** Improve accountability to the public for use of resources and achievement of outcomes in college programs and services.
- **Optimizing Resources:** Optimize the use of available resources in order to maximize opportunities for learners.
- **Mobility:** Provide education and training which enables learners to achieve upward and lateral mobility between provincial programs and institutions and within the national and international context.
- **Equity:** Adopt inclusive approaches to achieve equitable opportunity and success.
- **Public Image:** Enhance the college's profile and reputation through the promotion of college programs, services and achievements.

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LETTER OF TRANSMITTAL

December 9, 2010

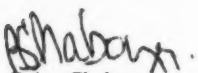
Honourable Rob Norris
Minister of Advanced Education, Employment and Immigration
Room 208 Legislative Building
2405 Legislative Drive
Regina, Saskatchewan
S4S 0B3

Dear Minister Norris:

On behalf of the Board and in accordance with the regulations under the Regional Colleges Act of the Province of Saskatchewan, I am pleased to submit the Annual Report of Northlands College for the fiscal year ended June 30, 2010.

We remain,

Respectfully yours,



Brian Chaboyer
Board Chairperson

BOARD REPORT

Brian Chaboyer, Board Chair

The Annual Report illustrates the extent to which the College has achieved its goals, objectives and targets for the reporting year and the progress made in relation to the overall strategic plan. Most of what the College is able to accomplish is dependent on a broad range of partnerships and inter-relationships with industry, community, agency and government stakeholders. I am pleased to report that the partnership base remains strong and contributed significantly to the College's ability to accomplish what it set out to do in 2009-10. The Board commends the staff and thanks the partners for their joint efforts in ensuring that Northlands continues to provide programs and services that meet the real needs of northern Saskatchewan.

The Board held nine regular meetings and an annual general meeting during the 2009-10 fiscal year. In addition to the board meetings, the Board attended various functions including scholarship awards, graduation ceremonies, staff in-service, program planning consultations, and participated through appointed representation on the Scholarship Committee and Policy Council. The Board also undertook regular policy review and development. Formal board and CEO evaluation is completed every two years.

In terms of board development, the board participated in the Board of Governors Leadership Series sponsored by Advanced Education, Employment and Immigration, staff in-service workshops, and the Association of Canadian Community Colleges annual conference in Niagara Falls.

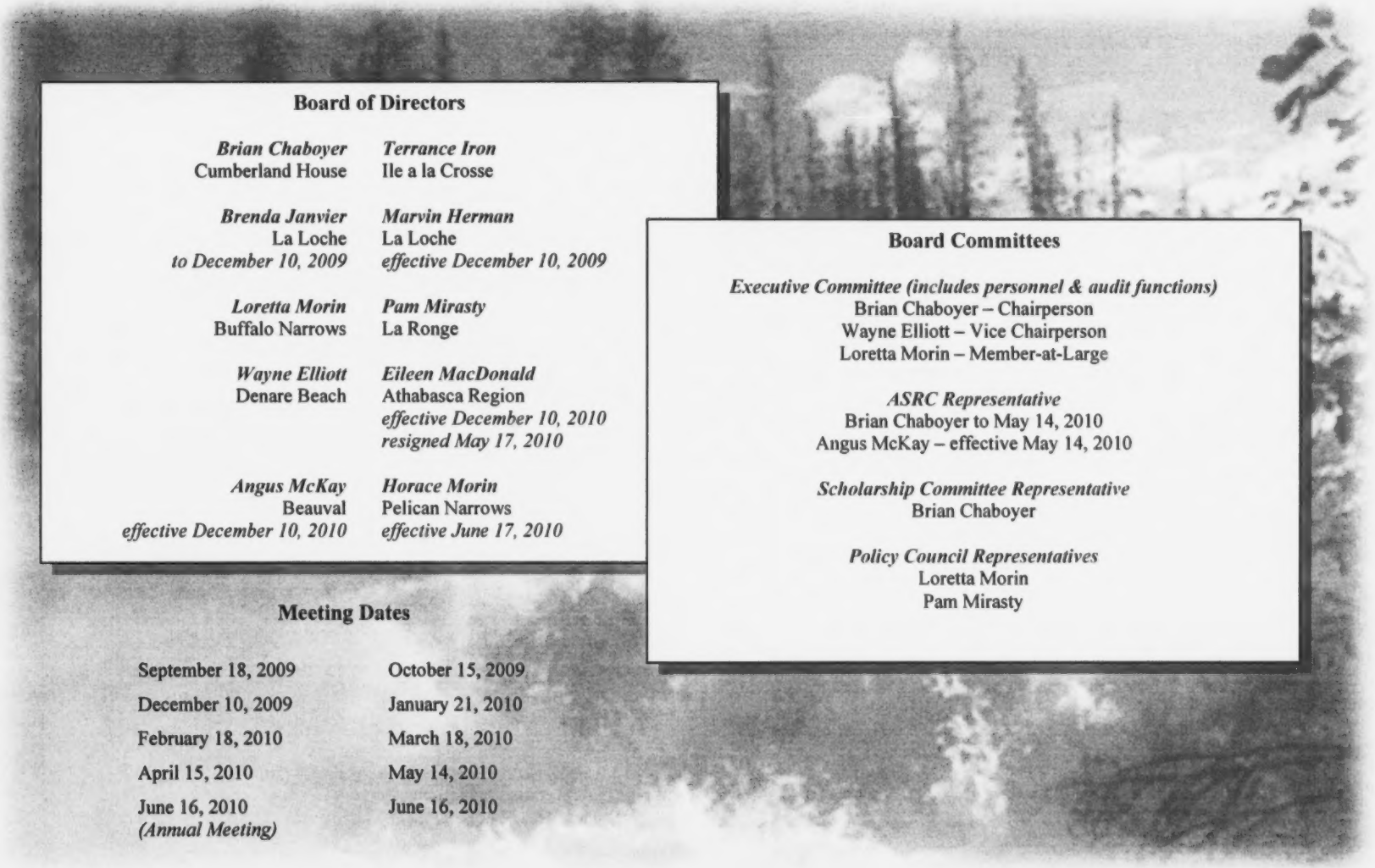
The Board had four vacant positions throughout 2009-10, all of which were filled within the fiscal year. However, one of the filled vacancies became vacant again due to a resignation of the representative for the Athabasca Region.

The Board committed approximately $604,000 of restricted financial reserves for the following purposes:

• Construction Safety Training	$60,000
• Additional skills training	375,000
• IT equipment replacement	23,000
• Air conditioning units	35,000
• Purchase of a van	50,000
• Renovations – La Ronge Program Centre	51,500
• Furniture replacement	9,500

A top priority of the board has been the establishment of a regional training centre for the Athabasca Region, the only region in the province without proximity access to post-secondary education and training; the nearest training centre is located in La Ronge, 400 air kilometres away. A proposal and application process involving the communities of the Athabasca Region along with Cameco and Areva was completed and submitted to Western Diversification under the Community Adjustment Fund and Enterprise Saskatchewan under the Community Development Trust Fund. The application included a combined financial commitment of $750,000 toward the project from Northlands College, the Athabasca communities, Cameco and Areva. The application process, however, was unsuccessful due to geographic criteria related to the Community Development Trust Fund. Consequently, the Northlands College board reallocated the financial resources reserved for the facility to the delivery of a regional training initiative for the Athabasca Region to be identified by the communities of the region.

The Board of Northlands College is committed to maximizing the college's contribution to the socio-economic development of northern Saskatchewan. Partnership development, northern stakeholder involvement, training linked to employment and capacity building remain the cornerstones of that commitment.



Board of Directors

Brian Chaboyer Cumberland House	***Terrance Iron*** Ile a la Crosse
Brenda Janvier La Loche *to December 10, 2009*	***Marvin Herman*** La Loche *effective December 10, 2009*
Loretta Morin Buffalo Narrows	***Pam Mirasty*** La Ronge
Wayne Elliott Denare Beach	***Eileen MacDonald*** Athabasca Region *effective December 10, 2010* *resigned May 17, 2010*
Angus McKay Beauval *effective December 10, 2010*	***Horace Morin*** Pelican Narrows *effective June 17, 2010*

Board Committees

Executive Committee (includes personnel & audit functions)
Brian Chaboyer – Chairperson
Wayne Elliott – Vice Chairperson
Loretta Morin – Member-at-Large

ASRC Representative
Brian Chaboyer to May 14, 2010
Angus McKay – effective May 14, 2010

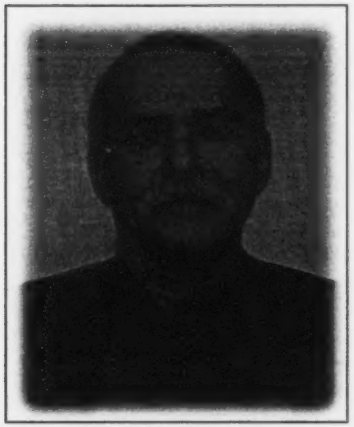
Scholarship Committee Representative
Brian Chaboyer

Policy Council Representatives
Loretta Morin
Pam Mirasty

Meeting Dates

September 18, 2009	October 15, 2009
December 10, 2009	January 21, 2010
February 18, 2010	March 18, 2010
April 15, 2010	May 14, 2010
June 16, 2010 *(Annual Meeting)*	June 16, 2010

CHIEF EXECUTIVE OFFICER REPORT



Bill McLaughlin, CEO

Northlands College continues to serve the education and training needs of the adult population of northern Saskatchewan through a partnership model that engages a broad range of First Nations and Metis organizations, agencies, communities, employers and federal and provincial government departments/ministries. The range and type of programs and services delivered are in direct response to the need as expressed by northern employers, communities and other stakeholders through an extensive and ongoing consultation process. Labour market development remains the primary emphasis of the College's efforts exemplified by sectoral human resource strategies in the mining and health sectors.

The Multi-Party Training Plan (MPTP), administered by Northlands College on behalf of the Mineral Sector Steering Committee, has been renewed through a series of five year agreements since its inception in 1993. 2009-10 was the first year of MPTP IV. The latest agreement shifts the emphasis more to professional training while maintaining the basic foundation of previous agreements. The primary objectives of MPTP IV are:

- To educate, train and support northerners to be prepared to take advantage of current and future opportunities for employment in the northern mineral sector and in the development of related enterprises.
- To increase northern participation in professional career positions in the northern mining industry.
- To support the establishment of a core of northern career environmental professionals.
- To explore the portability of educational credits between technical and professional level programs as a way to enhance students' upward mobility in their careers.
- To foster the development of northern business to take advantage of potential opportunities to provide goods and services to the northern mineral sector.
- To facilitate, with education stakeholders, the development of a strategy to improve the achievement levels of northern high school students.

During 2009-10, the first year of MPTP IV a total of $1.7 million was committed to training geological technicians, radiation and environmental technicians, mining engineering technicians, maintaining workplace education centres at McArthur River, Rabbit Lake and Key Lake mine sites and math/sciences upgrading. All the students graduating from a mine related technical training program sponsored through MPTP in 2009-10 were employed in their field of study. In addition to the funds allocated to training, an additional $178,000 was expended on scholarships for eleven northern students undertaking university programs related to careers in the mining industry.

Northlands College co-chairs a multi-stakeholder subcommittee of the Northern Labour Market Committee responsible for the development and implementation of a northern health human resource strategy to meet the needs of provincial and First Nations health authorities operating in northern Saskatchewan. In addition to all of the northern health authorities, Northlands College and the Northern Health Strategy, the subcommittee includes representation from the Prince Albert Grand Council, Meadow Lake Tribal Council, Woodland Cree Enterprises Inc, Saskatchewan Indian Institute of Technology, Gabriel Dumont Institute Training & Employment, Dumont Technical Institute, First Nations University of Canada, NORTEP/NORPAC, College of Medicine U of S, SIAST, Saskatchewan Association of Health Organizations, Indigenous Peoples Health Research Centre, Saskatchewan Union of Nurses, provincial government through Saskatchewan Health and AEEI, and the federal government through First Nations and Inuit Health, Indian and Northern Affairs Canada, Public Health Agency of Canada and Services Canada.

The Northern Health Sector Training Subcommittee accomplished the following in 2009-10:

- Delivery of health career access programs in all college regions.

- Delivery of the first year of a face-to-face Licensed Practical Nursing program in La Ronge for 14 students recruited northern-wide – 85% of the students are of Aboriginal ancestry.
- Presented northern health human resource strategy to a joint provincial/federal government funders meeting in an effort to secure financial commitment for a multi-party, multi-year training agreement.
- Collaboration with the Saskatchewan Academic Health Sciences Network (SAHSN) in development of a provincial distributed learning plan for medicine and nursing.
- Secured $500,000 in funding commitments from Saskatchewan Health, Health Canada – First Nations Inuit Health and Saskatchewan Academic Health Sciences Network for key deliverables in 2009-10.
- Established a subcommittee to develop a northern nurse training strategy consisting of Dean and Associate Dean of Nursing U of S, Vice President and Dean of Health Studies SIIT, Nursing Coordinator DTI, Director of Health Sciences and Head of Sciences FNUC, Dean of Nursing SIAST, SUN, SALPN, SRNA, AEEI and Provincial Chief Nursing Officer.
- Procured funding through Rural Secretariat to plan/coordinate four community development sessions in northern communities to obtain feedback on education infrastructure and distributed learning needs.

In general, program and enrollment levels in 2009-10 increased over the previous year primarily due to an increase in the level of partnerships. The employment rate for graduates of credit skills training was 73% within a three month period following graduation. Program partnerships contribute significantly to the overall delivery capacity of the college. Total provincial program funds of $5,622,860 translated into approximately $11,116,117 of program activity.

The following tables provide a comparative overview of programming and student enrollment levels.

Table 1
Comparative Program Activity Levels

	2008-2009		2009-2010	
	Programs	**Enrollment**	**Programs**	**Enrollment**
Skills Credit	48	537	59	647
Skills Non-Credit	11	102	17	133
Adult Basic Education Credit	17	308	17	292
Adult Basic Education Non-Credit	27	377	31	552
University	4	89	4	87
Total	**107**	**1413**	**128**	**1711**

Table 2
Student Completion Rates

Year	Programs	Enrollment	Completion Rate
2005-2006	127	1919	81%
2006-2007	166	2304	80%
2007-2008	117	1568	72%
2008-2009	107	1413	77%
2009-2010	**128**	**1711**	**78%**

PROGRAMS & SERVICES SUMMARY

OVERVIEW

Program activity and enrollment levels increased in 2009-10 compared to the previous year. Full load equivalent increased by 107 FLEs, a 14% increase and a 20% increase in programs translating into an increased enrollment of 298 (22%). Skills Training and Adult Basic Education overall increased with University seeing a slight decline in enrollments but an increase in FLEs given that the trend of full time enrollment increased by 85%.

The tradition of partnership, collaboration and networking is well established in the north; the Northern Labour Market Committee and sub-committees provide Northlands College unique opportunities to meet the needs of northerners and the local economy. Partnership with Northern Career Quest resulted in 19 programs with 164 seats and a contribution of $890,348, an increase of nine programs. The Mineral Sector multi-party training plan (MPTP) resulted in 12 programs and completion of two programs with 169 seats and a contribution of $597,329. In addition the MPTP sponsored the Mineral Sector Professional Degree Scholarship with a contribution of $177,925. First Nations as signatory to sectors agreements and a significant partner resulted in contributions of $1.4 million with 221 seats.

OUTCOMES

Adult Basic Education

Forty-eight Adult Basic Education (ABE) programs were delivered in 17 communities and three mine sites (appendix A) totalling 844 enrollments (table 4). Analysis of the Adult Basic Education statistics reveals that 69% of participants completed or graduated from ABE programs with 95% of participants declaring to be of Aboriginal ancestry. The number of programs between credit and non-credit programs fluctuates year-to-year, this year non-credit ABE programming increased by four. The College does not have the financial resources to offer all programs in every community therefore, the delivery of programs may follow a rotation of Developmental Studies Phases 1, 2, and 3 (Adult 10), and Adult 12 in communities without a main campus.

Adult Basic Education **Credit** program enrollments totalled 292 participants (table 4), with 129 completing and another 46 graduating (table 6). Of those students who were contacted for follow-up 15 proceeded to employment and 60 went on to further training (table 6).

In 31 Adult Basic Education **Non-Credit** programs, (including literacy) enrollment totalled 552 (table 4) with 407 participants completing (table 6). Follow-up results (not including literacy of 321) of contacted students showed that 21 had gained employment and 35 proceeded on to further training (table 6).

Key initiatives in Adult Basic Education and Literacy include five programs funded by ABE- on reserve increasing access to 98 seats. Partnership continued with Northern Lights School Division Edcentre.ca increasing access for 52 students and 9 previous grads upgrading or accessing new courses. A successful Workplace Essential Skills project provided opportunities for 91 clients to participate in the Athabasca Basin communities of Wollaston, Black Lake and Fond du Lac

Skills Training

Northlands College delivered 76 Skills Training programs in 21 communities and one mine site, 17 (29%) more programs were delivered and seven (50%) more communities were served than in the previous year. Skills Training program's had a total enrollment of 780 (table 4) participants, an increase of 22% of which 705 (table 7) declared Aboriginal ancestry. Overall, the completion/graduation rate for Skills Training was 81%, an increase of 7%.

The Mineral Sector Steering Committee allocated funding to sponsor Mine Engineering Technician, Radiation and Environmental Technician, Pre-Employment Welding and completion of Geological Technician and Radiation and Environmental Technician, totalling sponsorship of 29 seats with an additional 20 seats sponsored by Northern Career Quest. Carry-over programs are not included in the Skills Training total enrollment statistics and account for an additional 45 students in six programs.

University

Northlands College is an official off-campus Arts and Science site, offering courses from the University of Saskatchewan, University of Regina and University of the Arctic. University access through Northlands College is coordinated out of La Ronge with full-time student programs in Buffalo Narrows, Creighton and La Ronge. Other communities with part-time access through SCN sites include Sandy Bay, La Loche, Ile a la Crosse and Stanley Mission.

Televised continues to be the essential component to our university programming. Online, independent study courses and videoconference courses are included in our distance education model, **but televised courses**

are the students' preferred mode. Ideally, off-campus students need an equal mix of televised and online options for the best access.

Northlands College continues its model of "Supportive Program Approach" in each of the three program centres; Buffalo Narrows, Creighton and La Ronge. Full-time distance education tutors support students in a learning-center environment. Full-time students attend thirty hours per week, using classrooms, computers, tutors and other students as a necessary support system. We cannot stress enough that without on-site support via the technician, coordinator and distance education tutors, most of our students would not survive the first few weeks of class, nor experience a high level of success.

University highlights include:

- The ability to complete the entire Bachelor of Arts, Northern Studies degree in all three centers; Buffalo Narrows, Creighton and La Ronge. This degree's additional focus with an advanced emphasis in Aboriginal Public Administration directly ties the students' skills to the northern labour market needs. The University of Saskatchewan, University of the Arctic and Northlands College have partnered to present this opportunity.
- **Four students will complete their degree requirements in August and receive their diplomas at the 2010 fall convocation in Saskatoon. Three will receive *Bachelor of Arts in Northern Studies* and one a *Bachelor of Arts in Sociology*.**
- Fall 2009 the first intake for Social Work degree saw 21 applicants. By spring 2010 there were 43 applicants for the fall. The popularity of this program speaks to the employment potential in the north.
- Northlands College, Cumberland College, North West Regional College, and Prince Albert site partnered to present four different Social Work courses by videoconference. Locations included La Ronge, Buffalo Narrows, Beauval, Creighton, Melfort, Tisdale, Nipawin, North Battleford, Meadow Lake and Prince Albert.
- University regional programming also enables students to pursue a Teachers Entrance option and a Bachelor of Arts option. These continue to represent about 30% of our new intake.
- Six students successfully completed the University of Regina's Northern Local Government Authority (LGA) certificate. Eight others intend to continue accessing the online courses. They will form part of our university student body of distance learners.
- Northlands College, University of Saskatchewan and Saskatchewan Advanced Education, Employment and Immigration continued to partner to present ***SOS: Surviving Off-campus Studies***. This series of study skills workshops was presented weekly in the fall and rebroadcast in the winter. Marilyn Iwasyk, DE tutor, used videoconferencing to link from Creighton to Regina for live broadcasts through SCN. Telecasts were then archived through video streaming and made available through the internet from the SCN e-cast site.
- Videoconference equipment is used almost daily to offer university courses and tutorials. Students, staff and instructors enjoy using the technology. It has become the second most popular mode of distributed learning. Instructors, after their first encounter teaching through this mode, are now championing the viability and encouraging increased numbers of courses. In addition to four Social Work courses, we also hosted two 400 level political studies courses.

Major Issues and Barriers:

- Federal cap on post-secondary funding for First Nations students.
- Child care and housing are the two highest needs for university students, and the second highest cause of student drop-outs. The major cause of attrition is health related, either the student themselves or a relative.
- Students in rural and northern Saskatchewan need more televised options. Off-campus full-time **students can NOT take more than two online courses each semester**. Online courses are heavy and very time-demanding compared to face-to-face or televised.

Key lessons learned:

- Access is not enough – students succeed because of constant support and encouragement. Programming can be designed using the TEL developed course options and delivered successfully if extra support services are added (i.e. salaried tutors).
- Students are not able to do a university program, as a full-time student, solely through online courses. Online courses require considerably more "hours per week" than face-to-face or televised. Thus, newer students report being able to complete a maximum of two online courses at one time and senior students can successfully accomplish three per semester. When necessity requires four online courses at once, student marks are significantly lowered.

Services and Learner Support

The counsellors and student advisors are involved in implementing the Basic Education Assessment Model, which is incorporated into the counselling process, student selections and student centered team meetings. In addition, Student Services provide services in orientation, career planning workshops,

financial counselling, referral to specialized services and academic assessment.

The Plato Resource instructor offered Plato and Esport training to instructors to offer a solution for Workplace Essential Skills. Esport is a career tool that results in providing a portfolio and an analysis of workplace essential skills required for your career choice. Plato provides a venue to improve six workplace essential skills.

GOALS

The following chart provides a summary of the College's achievements in relation to its goals and objectives, and proposed key actions.

GOAL 1:	Develop a skilled northern workforce to meet local, regional and provincial labour market needs.
OBJECTIVES	1. Ensure, where appropriate, that programs and services meet provincial and national standards. 2. Establish a direct link between training and employment through strategic partnerships with employers. 3. Deliver skill-training programs at a local and regional level in response to local employers, northern industry and economic trends. 4. Maintain a balance between education and training for short-term and long-term labour market needs. 5. Expand the availability of technical and skill training opportunities through the maximization of brokerage agreements with SIAST and, where applicable, with other institutions; expanded partnerships with industry; the pursuit of certification; the use of technology. 6. Expand options for work-based training, including apprenticeship and cooperative education. 7. Improve the participation of under-represented groups to enhance their employability and to contribute to a representative workforce.

KEY ACTIONS	Timeframe	Response
Serve on the board of Northern Career Quest Inc. and deliver training to fulfill requirements of ASEP proposal.	2008-2012	Northlands CEO continues to serve on NCQ board of directors. As of June 30, 2010, 800 individuals have been trained of which approximately 500 trainees have been employed. Northlands delivered 15 programs sponsored, in whole or in part, by NCQ to a total of 100 students.
Partner in a renewed three year Forest Protection Worker Training program MOU with Sask. Environment, Sask. Advanced Education, Employment & Immigration and New North.	2008- 2011	Delivered two chainsaw safety training courses for firefighter crews in the Western Region

KEY ACTIONS	Timeframe	Response
Co-chair Health Sector Training Sub-committee of the Northern Labour Market Committee with the purpose of developing a long-term training strategy to address the labour market requirements of the northern health sector. Develop a multi-party training agreement involving health authorities, Northlands College, northern funding agencies, Sask. Health, Advanced Education, Employment and Immigration, and First Nations Inuit Health Branch to address immediate and long-term human resource needs in northern health sector.	On-going	The Northern Health Sector Training Subcommittee undertook the following initiatives: • Delivery of a LPN program funded by Sask. Health • Development of a community development proposal to obtain feedback on education infrastructure/distributed learning needs. Proposal submitted to Rural Secretariat, Agriculture Canada • Establishment of a Joint Planning Committee on Northern Nurse Education involving Deans of Nursing from U of S, U of R, SIAST, and FNUC, SIIT, DTI, SUN, SALPN, SRNA, AEEI and provincial Chief Nursing Officer • Commissioned two reports: Strategies to Support Science and Math Education in Northern Schools and Assessment of Infrastructure Needs for Northern Health Education • Collaboration with the Saskatchewan Academic Health Sciences Network in development of a provincial distributed learning plan Worked with Federal Council and provincial ministry counterparts in the development of a Letter of Understanding as a precursor to a formal federal/provincial agreement.
Expand the delivery of apprenticeship training in northern Saskatchewan in collaboration with the Apprenticeship and Trades Certification Commission (ATCC) and the Northern Apprenticeship Committee (NAC). Provide dedicated, coordinated services to NAC through a joint funding arrangement with CAN/SASK, the Mineral Sector Steering Committee and the Northern Training Plan. Utilize mobile training unit to expand delivery of apprenticeship level training.	On-going	Northlands College delivered Carpentry Level One, La Ronge and Cooking Level One, Cigar Lake with 18 participants, The NAC coordinator and Job Coach worked closely with the carpentry students resulting in 100% success. NAC will be moving to the Northlands College Administration Building and Northlands will be increasing their administrative/overhead support to NAC.
Deliver a Northlands accredited Geological Technician Certificate Program in collaboration with the northern mineral sector.	2009-2010	Seven of the 8 students enrolled graduated/completed the program. All the completing students obtained employment in the mining industry.
Administer MPTP IV on behalf of the Mineral Sector Steering Committee to address immediate and long-term human resource needs of the northern mining sector.	2009-2014	All of the students graduating in 2009-10 from a mine related technical program obtained employment in their field of study
Incorporate a Workplace Essential Skills training component in skills training.	On-going	Plato Resource Instructor offered training to coordinators and instructors.
Deliver the second on-line LPN program in partnership with Northern Inter-Tribal Health Authority, Northern Health Strategy Working Group and SIAST.	2009-2011	On-line LPN program was delayed. Northern Health Sector Training Subcommittee proceeded with a face-to-face delivered program in La Ronge with a cohort of 14 students (85% Aboriginal ancestry).
Seek approval and funding for an Athabasca training centre in collaboration with Prince Albert Grand Council and the Athabasca Economic Development & Training Council.	2009-2010	Project applications were submitted to Western Economic Diversification and Enterprise Saskatchewan in September 2009. Subsequently, Enterprise Sask. informed the College that project was not eligible under the Community Development Trust Fund due to the location. Western Economic Diversification remained interested but, in the absence of provincial funding for the purchase of the facility, was not able to proceed.

GOAL 2:	Maximize education and training opportunities and to develop a more integrated, effective and sustainable delivery system through collaboration, coordination and partnerships.
OBJECTIVES	1. Improve coordination, cooperation and joint planning among adult education and training institutions and funding agencies in order to better coordinate services and minimize duplication and overlap. 2. Develop partnership approaches that maximize utilization of community and industry resources to expand learning opportunities. 3. Develop partnerships and undertake collaborative planning with K-12 school divisions to facilitate transition from high school to post-secondary education and from post-secondary education to the workplace. 4. Increase access and provide a broader range of programs and services through the use of technology.

KEY ACTIONS	Timeframe	Response
Host semi-annual meetings with SIIT, DTI, and northern funding agencies to coordinate program delivery and minimize duplication and overlap.	On-going	College regional centres met with respective funding agencies throughout the year.
Maintain alternate education partnership with Ile a la Crosse School Division and DTI to facilitate transition from high school to post-secondary education.	On-going	Northlands College, through the use of the Northern Training Plan, continues to support the Ile a la Crosse partnership. Reporting of outcomes is through DTI
On behalf of the NLMC and in collaboration with Department of Advanced Education, Employment and Immigration prepare the Regional Training Needs Assessment Report for Northern Saskatchewan.	On-going	The Regional Training Needs Assessment Report was released in April, 2010
Partner with northern school divisions and Saskatchewan Education in the delivery of pre-trades programs and employment related short courses for selected high school students.	On-going	Partnered with Northern Lights School Division to deliver Trades Exploration training to 15 high school students in La Loche.
Increase access and provide a broader range of programs and services through the use of technology: • Operate TEL Service Centers in Buffalo Narrows, Creighton and La Ronge • In partnership with Northern Lights School Division and Keewatin Career Development Corporation, participate in the development and delivery of an on-line high school program for youth and adults • Deliver on-line learning options to expand Basic Education opportunities, particularly literacy, Adult 12 and GED Preparation • Expand video-conferencing capability and apply technology to enhance course delivery. • Expand technology access and research capability for northern Saskatchewan through partnership with SRnet and the extension of a 100 Mbps fibre-optic line to La Ronge. • Explore options for a distributed learning model for the delivery of health care training	On-going	As part of the University's model of "Supported Program Approach" the TEL centres provide computer access for distance students. Northlands College has seen an increase in full-time enrollment of 85% in University. Northlands College, Cumberland College, North West Regional College, and Prince Albert site partnered to present four different social work courses by videoconference. Locations included La Ronge, Buffalo Narrows, Beauval, Creighton, Melfort, Tisdale, Nipawin, North Battleford, Meadow Lake and Prince Albert. The math/science instructor sponsored by the NLSD and NLC partnership completed development of five senior level math/science courses. Through the partnership a student may complete an Adult 10 or 12.
Partner with SIIT and the Northern Industrial Career Centre in expanding job coaching capability in northern Saskatchewan.	2009-2010	The partnership in expanding job coaching capacity continued until the funds were exhausted.

KEY ACTIONS	Timeframe	Response
Facilitate an institutional partnership involving Northlands College, Dumont Technical Institute, Saskatchewan Indian Institute of Technology, First Nations University of Canada, and NORTEP in the delivery of a comprehensive, collaborative health training strategy.	2009-2010	The institutions all remain active members of the Northern Health Sector Training Subcommittee co-chaired by Northlands College and the Northern Health Strategy.

GOAL 3: Deliver relevant programs and services that respond to needs identified by northern stakeholders.

OBJECTIVES

1. Establish a process for the effective input of community representatives, economic development agencies, business and industry, and funding agencies in determining training needs and priorities, based on labour market requirements.
2. Improve and expand the program approach to the delivery of university courses through a decentralized, multi-mode, student supported learning approach.
3. Improve the effectiveness of the Basic Education Program as a bridging program to further education and training, and/or employment.
4. Provide learning opportunities related to current and emerging needs such as health and social issues and the use of technology.
5. Strengthen the role of the College in assisting communities to build their capacity for social and economic development.

KEY ACTIONS	Timeframe	Response
Undertake formal needs identification/program planning process involving extensive consultations and joint planning with northern communities, government departments, economic development organizations, business and industry, Aboriginal community, school divisions and other stakeholders.	On-going	Program Planning meetings were held in November of 2009 for the 2010-11 program year.
Continue to support the Northern Literacy Network and implement the Northern Literacy Strategy.	On-going	Northlands College continues to employ a full time literacy coordinator to implement college-wide literacy initiatives and work with northern stakeholders. International and Family Literacy days have increased in profile due to local book donations, for example in La Ronge 34 boxes of books were taken by the attendees on International Literacy Day.
Incorporate Workplace Essential Skills into ABE and Skills programs.	On-going	Plato Resource Instructor offered training to coordinators and instructors.
Maintain the following 4 program options in the University Program and expand to include an additional option leading to a Bachelor of Social Work • Social Work Option • Bachelor of Arts • Teacher Entrance Option (first 2 years of a Bachelor of Education) • Degree Completion: Bachelor of Arts in Northern Studies in partnership with University of the Arctic and University of Saskatchewan, AEEL.	On-going	The college experienced increased university full-time enrollment by 85% as degree options have increased in the north. • Four students will complete their degree requirements in August and receive their diplomas at the 2010 fall convocation in Saskatoon. Three will receive *Bachelor of Arts in Northern Studies* and one a *Bachelor of Arts in Sociology*. • Fall 2009 the first intake for Social Work degree saw 21 applicants. By spring 2010 there were 43 applicants for the fall. The popularity of this program speaks to the employment potential in the north. • University regional programming also enables students to pursue a Teachers Entrance option and a Bachelor of Arts option. These continue to represent about 30 percent of our new intake.

KEY ACTIONS	Timeframe	Response
Continue training in support of the Northern Road Strategy.	2008-2012	The College continues to deliver Heavy Equipment Operator simulator training in La Ronge to address on-going demand for heavy equipment operators.
Delivery of Northern Municipal Clerk Training program in partnership with Government Relations and New North.	2008-2010	Six students successfully completed the University of Regina's Northern Local Government Authority (LGA) certificate. Eight others intend to continue accessing the online courses. They will form part of our university student body of distance learners.
Facilitate the development of a five-year training to employment strategy for the Athabasca Basin in collaboration with the Athabasca Economic Development and Training Corporation and Prince Albert Grand Council.	2009-2010	Training to employment strategy will be incorporated into the work of newly formed Athabasca Enterprise Region.

GOAL 4: Adopt inclusive approaches to achieve equitable opportunity and success.

OBJECTIVES

1. Provide equitable access to programs and services for all learners according to individual needs and abilities and within the capabilities of the college
2. Provide bridging, transitional and support services to facilitate participation of all individuals.
3. Establish a climate within the College where everyone is treated with respect and encouraged to develop their full potential.
4. Adopt an advocacy role in addressing financial inequities, which limit access for learners.
5. Strive to achieve representative participation levels in College programs and in the College workforce.

KEY ACTIONS	Timeframe	Response
Maintain emphasis on Education Equity Policy and regularly monitor its application.	On-going	Student demographics tracked and reported on a trimester basis to the board to ensure a representative student body. Ninety-two percent of the 2009-10 student body were of Aboriginal ancestry.
Continue to support and resource learning strategists at the three campuses to assist students with learning challenges.	On-going	Each region staffed a Learning Strategist position.
Continue advocacy efforts in relation to student financial assistance.	On-going	No formal advocacy efforts in 2009-10.
Work with Gary Tinker Federation to provide programs and services to meet the needs of people with disabilities.	On-going	Supported Employment Training (Job Coach Training) for the disabled was held in La Ronge.
Maintain efforts of Employment Equity Committee in implementing special measures to achieve a representative college workforce.	On-going	A joint management/union committee co-chaired by CEO and a SGEU union representative meets regularly to track progress and implement special measures to achieve a representative workforce.
Partner with Peter Ballantyne Cree Nation, Indian and Northern Affairs Canada and Saskatchewan First Nations and Metis Relations in the recently signed Aboriginal Employment Development Partnership Agreement.	On-going	AEDP program was cancelled provincially.

KEY ACTIONS	Timeframe	Response
Maintain adequate Student Services at all college campuses including the provision of student residences.	On-going	Student Services in the Eastern and Western regions each have three staff and La Ronge has four.
Incorporate academic bridging into technology related programs.	On-going	The mine-related technical training programs are delivered with an academic upgrading front-end to assist in student successes.
Work with SIIT Northern Industrial Career Centre in providing job transitional support services, initiate joint transition to employment projects with local school divisions, and work with Northern Career Quest Inc. to provide transition to employment support services.	On-going	Northlands College continues to work with both SIIT Northern Industrial Career Centre and Northern Career Quest and has a seat on the Steering Committee.

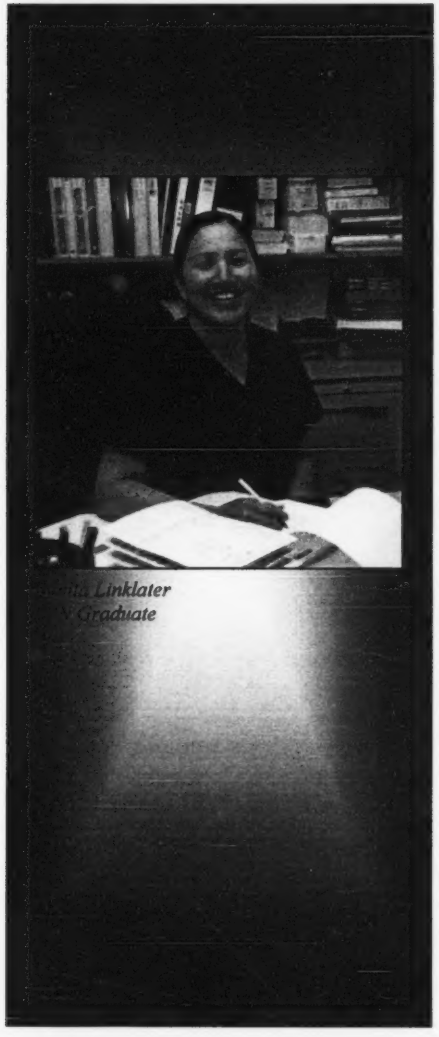
GOAL 5: Improve accountability to the public for use of resources and achievement of outcomes in College programs and services.

OBJECTIVES

1. Develop valid and meaningful performance indicators to measure and report on the achievement of college goals and objectives.
2. Undertake regular reviews of the College programs and services to monitor progress in achieving objectives and improve quality
3. Establish effective methods to communicate results of College programs and services to the public.
4. Provide for effective board governance.

KEY ACTIONS	Timeframe	Response
In keeping with the College's Program Review Policy continue regular, in-depth review of all college programs on an annual cyclical basis.	On-going	The College started to review Developmental Studies Phase 1 and 2 programs in 2009-10.
Implement a marketing and promotion strategy.	On-going	College undertakes a regular awareness raising radio campaign. Marketing committee sponsored another four career role model posters.
Publicize Annual Report; maintain comprehensive college web-site; report regularly on college progress at Northern Labour Market Committee; maintain emphasis on regular stakeholder consultations.	On-going	Annual report along with current events, program bulletins, job postings, etc are posted regularly on the website.
Undertake on-going board development including participation in provincial and ASRC board development workshops.	On-going	Board participated in AEEI sponsored Governor Leadership Series and Regional Colleges Conference hosted by Northlands College. Five board members attended the Association of Canadian Community Colleges conference.
In June of each year, the board undertakes a self-evaluation of progress in achieving their goals and overseeing the operation of the college. CEO evaluation undertaken annually.	On-going	Formal board and CEO evaluation occurs every second year in accordance with board policy. The next formal evaluation is due in 2010-11.

Table 3
Performance Measures

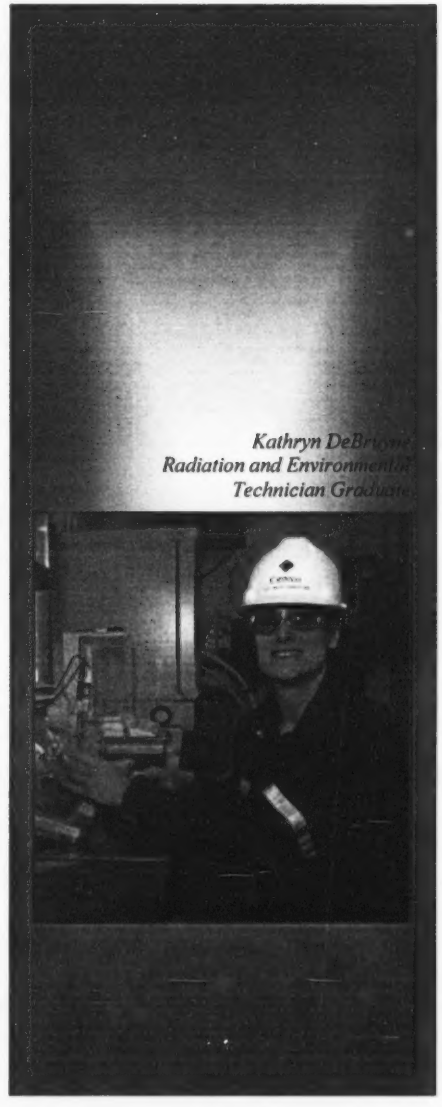


Linklater
Graduate

Number of Student Enrollments – expressed in terms of full load equivalents (FLE's) for all credit and non-credit programs (FT, PT and Casual)	Baseline		Projected 2009-2010		Actual 2009-2010	
	#	FLE	#	FLE	#	FLE
a) Skills Training – Institute Credit	322	217	298	215	322	163.94
b) Skills Training – Industry Credit	318	88	245	62	325	78.00
c) Skills Training – Non-Credit	126	40	137	17	133	93.58
d) Adult Basic Education – Credit	362	257	302	234	292	207.46
e) Adult Basic Education – Non-Credit	555	270	460	254	552	310.15
f) University	84	29	87	23	87	37.35
Total	**1767**	**901**	**1529**	**805**	**1711**	**890.48**

Skills Training – Institute Credit	**Baseline**		**Projected 2009-2010**		**Actual 2009-2010**	
	#	FLE	#	FLE	#	FLE
Number of Student Enrollments – expressed in terms of full load equivalents (FLE's) and distinct enrollment	322	217	298	215	322	163.94
Number of Graduates	185		149		168	
Number of Completers	62		45		57	
	%		**%**		**%**	
Participation (Enrollment) Rate %	32		35		33	
Graduation Rate	59		56		52	
Employment Rate from Follow-Up Surveys of FT Graduates	75		74		73	
Continued to Further Training Rates of FT Students	38		37		44	
Skills Training – Institute Credit – Aboriginal Persons Statistics	**%**		**%**		**%**	
Aboriginal Participation (Enrollment) Rate	88		87		88	
Graduation Rate as a Percentage of Total Graduates	86		82		87	
Graduate Rate as a Percentage of Enrollment	58		55		52	
Employment Rates of Full-time Aboriginal Persons	71		65		63	
Continued to Further Training Rates of Full-time Aboriginal Persons	37		32		44	

Skills Training – Industry Credit	Baseline		Projected 2009-2010		Actual 2009-2010	
	#	FLE	#	FLE	#	FLE
Number of Student Enrollments – expressed in terms of full load equivalents (FLE's)	318	88	245	62	325	78
Number of Graduates	192		161		226	
Number of Completers	62		54		79	
	%		%		%	
Participation (Enrollment) Rate %	24		29		28	
Graduation Rate	60		60		68	
Skills Training – Industry Credit – Aboriginal Persons Statistics	%		%		%	
Aboriginal Participation (Enrollment) Rate	94		95		94	
Graduation Rate as a Percentage of Total Graduates	95		95		64	
Graduate Rate as a Percentage of Enrollment	60		60		62	
Adult Basic Education – ABE Credit	**Baseline**		**Projected 2009-2010**		**Actual 2009-2010**	
	#	FLE	#	FLE	#	FLE
Number of Student Enrollments – expressed in terms of full load equivalents (FLE's)	362	257	460	254	292	207.46
Number of Graduates	85		106		46	
Number of Completers	130		161		129	
	%		%		%	
Participation (Enrollment) Rate %	36		54		30	
Graduation Rate	33		33		16	
Employment Rate from Follow-Up Surveys of FT Graduates	27		32		36	
Continued to Further Training Rates of FT Students	69		70		71	
Adult Basic Education – ABE Credit – Aboriginal Persons Statistics	%		%		%	
Aboriginal Participation (Enrollment) Rate	96		95		98	
Graduation Rate as a Percentage of Total Graduates	96		95		98	
Graduate Rate as a Percentage of Enrollment	33		35		16	
Employment Rates of Full-time Aboriginal Persons	26		30		36	
Continued to Further Training Rates of Full-time Aboriginal Persons	68		70		71	



Kathryn DeBrone
Radiation and Environmental
Technician Graduate

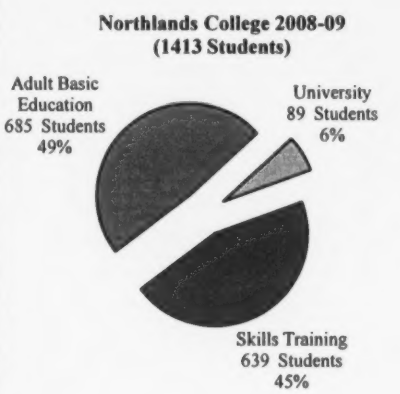
University	Baseline		Projected 2009-2010		Actual 2009-2010	
	#	FLE	#	FLE	#	FLE
Number of Student Enrollments – expressed in terms of full load equivalent (FLE's)	84	29	87	23	87	37.35
Participation (Enrollment) Rate %	8		9		9	
University - Aboriginal Participation (Enrollment) Rate	78		81		78	

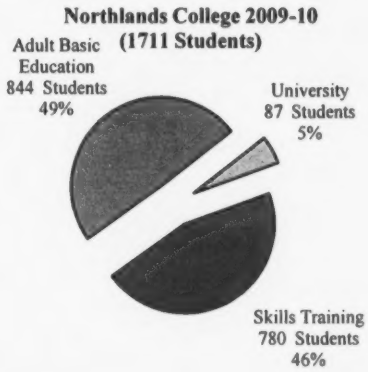
Chief Debbie Billette
Bachelor of Northern Studies Graduate

Table 4

Comprehensive Enrollment by Program Groups for Northlands College

College-wide		2008 - 2009					2009 - 2010				
		Programs	Student Enrollment			FLE's	Programs	Student Enrollment			FLE's
			FT	PT	Cas			FT	PT	Cas	
Skills Training	Institute Credit:										
	SIAST	24	132	71	0	128.47	23	124	62	0	122.58
	Other	4	0	34	0	23.59	9	31	93	0	30.86
	Apprenticeship & Trade	2	11	7	0	14.47	1	0	12	0	10.50
	Total Institute Credit	*30*	*143*	*112*	*0*	*166.53*	*33*	*155*	*167*	*0*	*163.94*
	Industry Credit:										
	Total Industry Credit	*18*	*0*	*197*	*85*	*74.83*	*26*	*0*	*279*	*46*	*78.00*
	Non-Credit:										
	Total Non-Credit	*11*	*24*	*48*	*30*	*57.27*	*17*	*32*	*61*	*40*	*93.58*
Total Skills Training		**59**	**167**	**357**	**115**	**298.63**	**76**	**187**	**507**	**86**	**335.52**
Adult Basic Education	Adult Basic Education Credit:										
	Adult 12	8	94	85	0	133.45	7	68	85	0	97.69
	Adult 10	7	78	29	0	68.32	5	54	11	0	42.60
	Academic GED	2	11	11	0	26.66	5	39	35	0	67.17
	Total ABE Credit	*17*	*183*	*125*	*0*	*228.43*	*17*	*161*	*131*	*0*	*207.46*
	Adult Basic Education Non-Credit:										
	Employability/Life Skills	5	29	36	0	38.90	4	33	13	0	39.81
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	12	67	61	0	93.45	15	83	82	0	143.08
	Literacy	10	4	180	0	99.54	12	20	321	0	127.26
	Total ABE Non-Credit	*27*	*100*	*277*	*0*	*231.89*	*31*	*136*	*416*	*0*	*310.15*
Total Adult Basic Education		**44**	**283**	**402**	**0**	**460.32**	**48**	**297**	**547**	**0**	**517.61**
University	*Total University*	**4**	**20**	**69**	**0**	**24.55**	**4**	**37**	**50**	**0**	**37.35**
TOTAL ENROLLMENT		107	470	828	115	783.50	128	521	1104	86	890.48



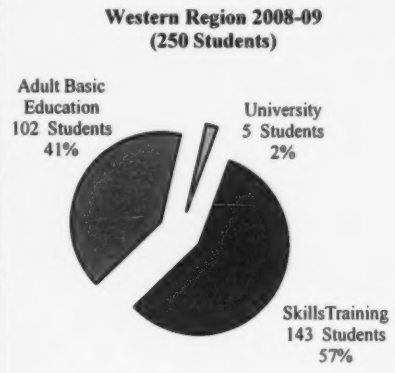


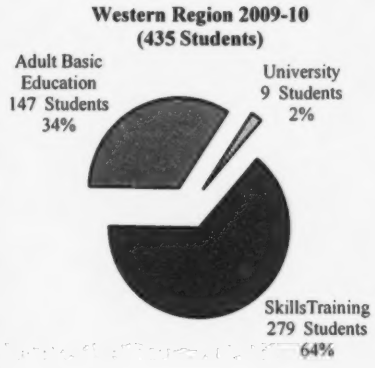
Refer to glossary on page 59 for definitions of Student Full-time (FT), Student Part-time (PT), Student Casual (Cas), and Full Load Equivalent (FLE).

Table 4A

Enrollment by Program Groups for the Western Region

Western Region		2008 - 2009					2009 - 2010				
		Programs	Student Enrollment FT	PT	Cas	FLE's	Programs	Student Enrollment FT	PT	Cas	FLE's
Skills Training	Institute Credit:										
	SIAST	8	32	25	0	44.65	6	48	10	0	41.68
	Other	2	0	15	0	3.92	4	7	65	0	6.88
	Apprenticeship & Trade	0	0	0	0	0.00	0	0	0	0	0.00
	Total Institute Credit	*10*	*32*	*40*	*0*	*48.57*	*10*	*55*	*75*	*0*	*48.56*
	Industry Credit:										
	Total Industry Credit	*4*	*0*	*27*	*28*	*9.69*	*9*	*0*	*104*	*30*	*25.11*
	Non-Credit:										
	Total Non-Credit	*2*	*0*	*7*	*9*	*2.07*	*1*	*0*	*15*	*0*	*5.54*
Total Skills Training		**16**	**32**	**74**	**37**	**60.33**	**20**	**55**	**194**	**30**	**79.21**
Adult Basic Education	Adult Basic Education Credit:										
	Adult 12	2	17	3	0	17.45	2	13	10	0	14.18
	Adult 10	2	16	7	0	15.34	2	17	5	0	14.06
	Academic GED	0	0	0	0	0.00	3	29	22	0	40.86
	Total ABE Credit	*4*	*33*	*10*	*0*	*32.79*	*7*	*59*	*37*	*0*	*69.10*
	Adult Basic Education Non-Credit:										
	Employability/Life Skills	3	18	22	0	25.27	2	16	3	0	18.60
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	2	10	9	0	12.99	2	11	8	0	17.51
	Literacy	0	0	0	0	0.00	1	12	1	0	21.35
	Total ABE Non-Credit	*5*	*28*	*31*	*0*	*38.26*	*5*	*39*	*12*	*0*	*57.46*
Total Adult Basic Education		**9**	**61**	**41**	**0**	**71.05**	**12**	**98**	**49**	**0**	**126.56**
University	*Total University*	1	2	3	0	2.00	1	6	3	0	4.40
TOTAL ENROLLMENT		26	95	118	37	133.38	33	159	246	30	210.17



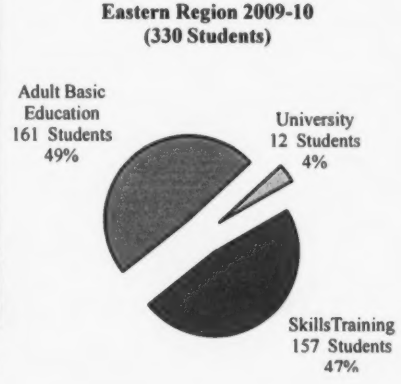


Refer to glossary on page 59 for definitions of Student Full-time (FT), Student Part-time (PT), Student Casual (Cas), and Full Load Equivalent (FLE).

Table 4B

Enrollment by Program Groups for the Eastern Region

Eastern Region		2008 - 2009					2009 - 2010				
		Programs	Student Enrollment FT	PT	Cas	FLE's	Programs	Student Enrollment FT	PT	Cas	FLE's
Skills Training	Institute Credit:										
	SIAST	7	48	17	0	40.62	6	29	14	0	31.71
	Other	0	0	0	0	0.00	1	0	12	0	1.23
	Apprenticeship & Trade	1	11	0	0	8.34	0	0	0	0	0.00
	Total Institute Credit	*8*	*59*	*17*	*0*	*48.96*	*7*	*29*	*26*	*0*	*32.94*
	Industry Credit:										
	Total Industry Credit	*8*	*0*	*68*	*28*	*21.08*	*4*	*0*	*16*	*15*	*9.51*
	Non-Credit:										
	Total Non-Credit	*7*	*24*	*27*	*13*	*50.53*	*10*	*32*	*29*	*10*	*82.56*
Total Skills Training		**23**	**83**	**112**	**41**	**120.57**	**21**	**61**	**71**	**25**	**125.01**
Adult Basic Education	Adult Basic Education Credit:										
	Adult 12	3	43	11	0	43.46	2	26	4	0	22.54
	Adult 10	2	24	9	0	18.59	1	13	0	0	7.41
	Academic GED	1	11	6	0	25.60	1	10	4	0	23.15
	Total ABE Credit	*6*	*78*	*26*	*0*	*87.65*	*4*	*49*	*8*	*0*	*53.10*
	Adult Basic Education Non-Credit:										
	Employability/Life Skills	1	2	10	0	4.85	1	8	4	0	10.07
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	5	33	17	0	36.01	8	45	31	0	81.41
	Literacy	1	4	4	0	4.41	2	8	8	0	18.85
	Total ABE Non-Credit	*7*	*39*	*31*	*0*	*45.27*	*11*	*61*	*43*	*0*	*110.33*
Total Adult Basic Education		**13**	**117**	**57**	**0**	**132.92**	**15**	**110**	**51**	**0**	**163.43**
University	*Total University*	**1**	**6**	**8**	**0**	**6.60**	**1**	**9**	**3**	**0**	**7.10**
TOTAL ENROLLMENT		37	206	177	41	260.09	37	180	125	25	295.54

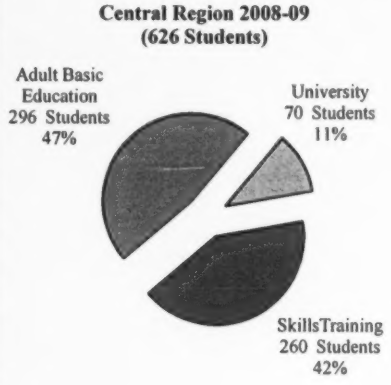


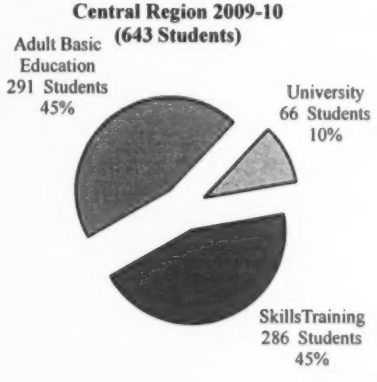
Refer to glossary on page 59 for definitions of Student Full-time (FT), Student Part-time (PT), Student Casual (Cas), and Full Load Equivalent (FLE).

Table 4C

Enrollment by Program Groups for the Central Region

Central Region		2008 - 2009					2009 - 2010				
		Programs	Student Enrollment			FLE's	Programs	Student Enrollment			FLE's
			FT	PT	Cas			FT	PT	Cas	
Skills Training	Institute Credit:										
	SIAST	9	52	29	0	43.20	10	35	38	0	42.31
	Other	2	0	19	0	19.68	2	24	16	0	17.94
	Apprenticeship & Trade	1	0	7	0	6.13	1	0	12	0	10.50
	Total Institute Credit	*12*	*52*	*55*	*0*	*69.01*	*13*	*59*	*66*	*0*	*70.75*
	Indusrty Credit:										
	Total Industry Credit	*6*	*0*	*102*	*29*	*44.06*	*10*	*0*	*117*	*1*	*35.65*
	Non-Credit:										
	Total Non-Credit	*2*	*0*	*14*	*8*	*4.67*	*6*	*0*	*13*	*30*	*4.97*
Total Skills Training		**20**	**52**	**171**	**37**	**117.74**	**29**	**59**	**196**	**31**	**111.37**
Adult Basic Education	Adult Basic Education Credit:										
	Adult 12	3	34	71	0	72.54	3	29	71	0	60.96
	Adult 10	2	28	11	0	25.26	2	24	6	0	21.14
	Academic GED	1	0	5	0	1.06	1	0	9	0	3.15
	Total ABE Credit	*6*	*62*	*87*	*0*	*98.86*	*6*	*53*	*86*	*0*	*85.25*
	Adult Basic Education Non-Credit:										
	Employability/Life Skills	1	9	4	0	8.77	1	9	6	0	11.15
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	2	12	16	0	22.30	2	8	21	0	15.79
	Literacy	4	0	106	0	54.77	4	0	108	0	44.68
	Total ABE Non-Credit	*7*	*21*	*126*	*0*	*85.84*	*7*	*17*	*135*	*0*	*71.62*
Total Adult Basic Education		**13**	**83**	**213**	**0**	**184.70**	**13**	**70**	**221**	**0**	**156.87**
University	*Total University*	**2**	**12**	**58**	**0**	**15.96**	**2**	**22**	**44**	**0**	**25.85**
TOTAL ENROLLMENT		35	147	442	37	318.40	44	151	461	31	294.09



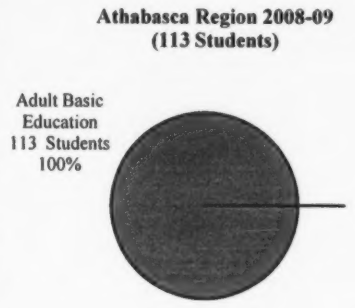


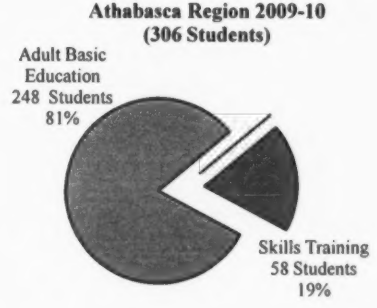
Refer to glossary on page 59 for definitions of Student Full-time (FT), Student Part-time (PT), Student Casual (Cas), and Full Load Equivalent (FLE).

Table 4D

Enrollment by Program Groups for the Athabasca Region

Athabasca Region		2008 - 2009					2009 - 2010				
		Programs	Student Enrollment FT	Student Enrollment PT	Student Enrollment Cas	FLE's	Programs	Student Enrollment FT	Student Enrollment PT	Student Enrollment Cas	FLE's
Skills Training	Institute Credit:										
	SIAST	0	0	0	0	0.00	1	12	0	0	6.89
	Other	0	0	0	0	0.00	2	0	0	0	4.80
	Apprenticeship & Trade	0	0	0	0	0.00	0	0	0	0	0.00
	Total Institute Credit	*0*	*0*	*0*	*0*	*0.00*	*3*	*12*	*0*	*0*	*11.69*
	Industry Credit:										
	Total Industry Credit	*0*	*0*	*0*	*0*	*0.00*	*2*	*0*	*42*	*0*	*7.73*
	Non-Credit:										
	Total Non-Credit	*0*	*0*	*0*	*0*	*0.00*	*1*	*0*	*4*	*0*	*0.50*
Total Skills Training		**0**	**0**	**0**	**0**	**0.00**	**6**	**12**	**46**	**0**	**19.92**
Adult Basic Education	Adult Basic Education Credit:										
	Adult 12	0	0	0	0	0.00	0	0	0	0	0.00
	Adult 10	1	10	2	0	9.12	0	0	0	0	0.00
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Total ABE Credit	*1*	*10*	*2*	*0*	*9.12*	*0*	*0*	*0*	*0*	*0.00*
	Adult Basic Education Non-Credit:										
	Employability/Life Skills	0	0	0	0	0.00	0	0	0	0	0.00
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	3	12	19	0	22.15	3	19	22	0	28.38
	Literacy	5	0	70	0	40.36	5	0	207	0	42.38
	Total ABE Non-Credit	*8*	*12*	*89*	*0*	*62.51*	*8*	*19*	*229*	*0*	*70.76*
Total Adult Basic Education		**9**	**22**	**91**	**0**	**71.63**	**8**	**19**	**229**	**0**	**70.76**
University	*Total University*	**0**	**0**	**0**	**0**	**0.00**	**0**	**0**	**0**	**0**	**0.00**
TOTAL ENROLLMENT		9	22	91	0	71.63	14	31	275	0	90.68





Refer to glossary on page 59 for definitions of Student Full-time (FT), Student Part-time (PT), Student Casual (Cas), and Full Load Equivalent (FLE).

Table 5

Equity Participation Enrollments by Program Groups for Northlands College

Program Groups		ACTUALS 2008 - 2009												ACTUALS 2009 - 2010											
		Aboriginal			Visible Minority			Disability			Total Enrollment			Aboriginal			Visible Minority			Disability			Total Enrollment		
		FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training	Institute Credit:																								
	SIAST	116	60	0	0	0	0	1	2	0	132	71	0	105	48	0	0	2	0	1	2	0	124	62	0
	Other:	0	29	0	0	1	0	0	0	0	0	34	0	28	92	0	1	0	0	0	1	0	31	93	0
	Apprenticeship & Trade	11	7	0	1	0	0	0	0	0	11	7	0	0	10	0	0	0	0	0	0	0	0	12	0
	Total Institute Credit	*127*	*96*	*0*	*1*	*1*	*0*	*1*	*2*	*0*	*143*	*112*	*0*	*133*	*150*	*0*	*1*	*2*	*0*	*1*	*3*	*0*	*155*	*167*	*0*
	Industry Credit:																								
	Total Industry Credit	*0*	*189*	*83*	*0*	*0*	*0*	*0*	*4*	*0*	*0*	*197*	*85*	*0*	*261*	*45*	*0*	*0*	*0*	*0*	*2*	*1*	*0*	*279*	*46*
	Non-Credit:																								
	Total Non-Credit	*24*	*47*	*23*	*0*	*0*	*0*	*0*	*0*	*1*	*24*	*48*	*30*	*32*	*55*	*29*	*0*	*0*	*0*	*0*	*0*	*0*	*32*	*61*	*40*
Total Skills Training		**151**	**332**	**106**	**1**	**1**	**0**	**1**	**6**	**1**	**167**	**357**	**115**	**165**	**466**	**74**	**1**	**2**	**0**	**1**	**5**	**1**	**187**	**507**	**86**
Adult Basic Education	Adult Basic Education Credit:																								
	Adult 12	85	77	0	1	0	0	2	1	0	94	85	0	67	82	0	1	1	0	1	1	0	68	85	0
	Adult 10	77	27	0	0	1	0	0	0	0	78	29	0	54	11	0	0	0	0	0	0	0	54	11	0
	Academic GED	10	11	0	0	0	0	0	1	0	11	11	0	38	33	0	1	0	0	0	1	0	39	35	0
	Total ABE Credit	*172*	*115*	*0*	*1*	*1*	*0*	*2*	*2*	*0*	*183*	*125*	*0*	*159*	*126*	*0*	*2*	*1*	*0*	*1*	*2*	*0*	*161*	*131*	*0*
	Adult Basic Education Non-Credit:																								
	Employability/Life Skills	29	35	0	0	1	0	0	2	0	29	36	0	33	13	0	0	0	0	1	1	0	33	13	0
	English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	General Academic Studies	68	60	0	0	2	0	2	3	0	67	61	0	83	74	0	0	0	0	0	1	0	83	82	0
	Literacy	4	147	0	0	1	0	0	2	0	4	180	0	20	297	0	0	1	0	0	5	0	20	321	0
	Total ABE Non-Credit	*101*	*242*	*0*	*0*	*4*	*0*	*2*	*7*	*0*	*100*	*277*	*0*	*136*	*384*	*0*	*0*	*1*	*0*	*1*	*7*	*0*	*136*	*416*	*0*
Total Adult Basic Education		**273**	**357**	**0**	**1**	**5**	**0**	**4**	**9**	**0**	**283**	**402**	**0**	**295**	**510**	**0**	**2**	**2**	**0**	**2**	**9**	**0**	**297**	**547**	**0**
University	*Total University*	**15**	**51**	**0**	**0**	**0**	**0**	**1**	**2**	**0**	**20**	**69**	**0**	**33**	**35**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**37**	**50**	
TOTAL ENROLLMENT		439	740	106	2	6	0	6	17	1	470	828	115	493	1011	74	4	4	0	3	14	1	521	1104	0

Refer to glossary on page 59 for definitions of Student Full-time (FT), Student Part-time (PT), and Student Casual (Cas).

Table 6

Student Success by Program Groups for Northlands College

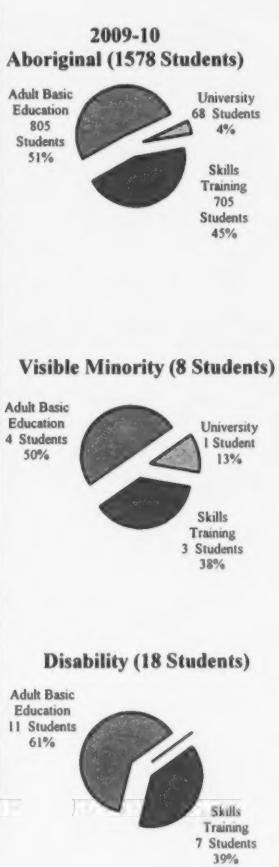
Program Groups		ACTUALS 2008 - 2009												ACTUALS 2009 - 2010											
		Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training			Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training		
		FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training	Institute Credit:																								
	SIAST	11	12	0	84	34	0	45	28	0	8	7	0	19	20	0	72	32	0	38	17	0	8	13	0
	Other	0	2	0	0	14	0	0	10	0	0	0	0	5	13	0	12	40	0	4	10	0	7	13	0
	Apprenticeship & Trade	5	0	0	1	7	0	3	6	0	1	0	0	0	0	0	0	12	0	0	11	0	0	0	0
	Total Institute Credit	*16*	*14*	*0*	*85*	*55*	*0*	*48*	*44*	*0*	*9*	*7*	*0*	*24*	*33*	*0*	*84*	*84*	*0*	*42*	*38*	*0*	*15*	*26*	*0*
	Industry Credit:																								
	Total Industry Credit	0	30	9	0	146	75	0	64	37	0	16	3	0	70	9	0	189	37	0	80	4	0	8	13
	Non-Credit:																								
	Total Non-Credit	*22*	*35*	*29*	*0*	*0*	*0*	*5*	*7*	*9*	*14*	*16*	*0*	*22*	*46*	*36*	*0*	*0*	*0*	*2*	*12*	*0*	*12*	*8*	*0*
Total Skills Training		**38**	**79**	**38**	**85**	**201**	**75**	**53**	**115**	**46**	**23**	**39**	**3**	**46**	**149**	**45**	**84**	**273**	**37**	**44**	**130**	**4**	**27**	**42**	**13**
Adult Basic Education	Adult Basic Education Credit:																								
	Adult 12	42	46	0	36	3	0	7	4	0	37	20	0	28	48	0	19	2	0	8	2	0	16	17	0
	Adult 10	29	0	0	20	2	0	4	0	0	27	1	0	17	0	0	22	0	0	1	0	0	19	0	0
	Academic GED	7	2	0	1	0	0	1	0	0	5	0	0	26	10	0	3	0	0	3	1	0	7	1	0
	Total ABE Credit	*78*	*48*	*0*	*57*	*5*	*0*	*12*	*4*	*0*	*69*	*21*	*0*	*71*	*58*	*0*	*44*	*2*	*0*	*12*	*3*	*0*	*42*	*18*	*0*
	Adult Basic Education Non-Credit:																								
	Employability/Life Skills	29	6	0	0	0	0	0	0	0	16	0	0	30	0	0	0	0	0	2	0	0	6	0	0
	English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	General Academic Studies	54	27	0	0	0	0	8	10	0	17	3	0	61	36	0	0	0	0	3	16	0	28	1	0
	Literacy	4	136	0	0	0	0	0	0	0	0	0	0	13	267	0	0	0	0	0	0	0	0	0	0
	Total ABE Non-Credit	*87*	*169*	*0*	*0*	*0*	*0*	*8*	*10*	*0*	*33*	*3*	*0*	*104*	*303*	*0*	*0*	*0*	*0*	*5*	*16*	*0*	*34*	*1*	*0*
Total Adult Basic Education		**165**	**217**	**0**	**57**	**5**	**0**	**20**	**14**	**0**	**102**	**24**	**0**	**175**	**361**	**0**	**44**	**2**	**0**	**17**	**19**	**0**	**76**	**19**	**0**
University	*Total University*	**19**	**57**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**35**	**36**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL ENROLLMENT		222	353	38	142	207	75	73	129	46	125	63	3	256	546	45	128	275	37	61	149	4	103	61	13

Completed = total number of students who completed course requirements or remained to the end of the program.
Graduated = the number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized industry.

Table 7

Equity Participation Completers and Graduates by Program Groups for Northlands College

Program Groups		ACTUALS 2008 - 2009									ACTUALS 2009 - 2010								
		Aboriginal			Visibal Minority			Disability			Aboriginal			Visible Minority			Disability		
		E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
Skills Training	Institute Credit:																		
	SIAST	176	16	105	0	0	0	3	2	1	153	27	87	2	1	1	3	1	2
	Other:	29	1	12	1	0	0	0	0	0	120	18	49	1	0	1	1	0	0
	Apprenticeship & Trade	18	5	8	1	1	0	0	0	0	10	0	10	0	0	0	0	0	0
	Total Institute Credit	*223*	*22*	*125*	*2*	*1*	*0*	*3*	*2*	*1*	*283*	*45*	*146*	*3*	*1*	*2*	*4*	*1*	*2*
	Industry Credit:																		
	Industry Credit	*272*	*35*	*215*	*0*	*0*	*0*	*4*	*0*	*4*	*306*	*75*	*212*	*0*	*0*	*0*	*3*	*0*	*2*
	Non-Credit:																		
	Total Non-Credit	*94*	*79*	*0*	*0*	*0*	*0*	*1*	*1*	*0*	*116*	*90*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
Total Skills Trianing		**589**	**136**	**340**	**2**	**1**	**0**	**8**	**3**	**5**	**705**	**210**	**358**	**3**	**1**	**2**	**7**	**1**	**4**
Adult Basic Education	Adult Basic Education Credit:																		
	Adult 12	162	77	36	1	0	0	3	1	0	149	74	20	2	1	1	2	0	1
	Adult 10	104	29	22	1	0	0	0	0	0	65	17	22	0	0	0	0	0	0
	Academic GED	21	9	1	0	0	0	1	0	0	71	35	3	1	0	0	1	1	0
	Total ABE Credit	*287*	*115*	*59*	*2*	*0*	*0*	*4*	*1*	*0*	*285*	*126*	*45*	*3*	*1*	*1*	*3*	*1*	*1*
	Adult Basic Education Non-Credit:																		
	Employability/Life Skills	64	35	0	1	0	0	2	1	0	46	30	0	0	0	0	2	1	0
	English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	General Academic Studies	128	74	0	2	1	0	5	4	0	157	89	0	0	0	0	1	1	0
	Literacy	151	115	0	1	1	0	2	2	0	317	263	0	1	1	0	5	3	0
	Total ABE Non-Credit	*343*	*224*	*0*	*4*	*2*	*0*	*9*	*7*	*0*	*520*	*382*	*0*	*1*	*1*	*0*	*8*	*5*	*0*
Total Adult Basic Education		**630**	**339**	**59**	**6**	**2**	**0**	**13**	**8**	**0**	**805**	**508**	**45**	**4**	**2**	**1**	**11**	**6**	**1**
University	*University Credit*	**66**	**53**	**1**	**0**	**0**	**0**	**3**	**3**	**0**	**68**	**54**	**0**	**1**	**1**	**0**	**0**	**0**	**0**
TOTAL ENROLLMENT		1285	528	400	8	3	0	24	14	5	1578	772	403	8	4	3	18	7	5


2009-10
Aboriginal (1578 Students)
Adult Basic Education 805 Students 51%
University 68 Students 4%
Skills Training 705 Students 45%
Visible Minority (8 Students)
Adult Basic Education 4 Students 50%
University 1 Student 13%
Skills Training 3 Students 38%
Disability (18 Students)
Adult Basic Education 11 Students 61%
Skills Training 7 Students 39%

E = total enrollment
C = completers (the total number of students who completed course requirements or remained to the end of the program)
G = graduates (the total number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting Institution or recognized by industry)

Table 8
Workbased Training for Northlands College

Program Year	Distinct Employers	Contracts	Distinct Trainees	# of Trainees				Department Funding (paid $)
				In Progress	Completed Successfully	Completed Unsuccessfully	Did Not Complete	
2007-08	1	1	1	0	1	0	0	$5,000
2008-09	0	0	0	0	0	0	0	$0
2009-10	0	0	0	0	0	0	0	$0

Notes: Program year is based on contract start date between July 1st and June 30th of a given year.

Results include both Workbased Training for the Unemployed (WTU) and Workbased Training for the Employed (WTE) contracts.

Ministry funding includes dollars paid to employer and then reimbursed by the Ministry of Advanced Education, Employment and Immigration, excluding any administration fees.

All counts of trainees are based upon unique individuals.

EMPLOYMENT EQUITY PROGRAM

The Human Resource department of Northlands College oversees the college's Employment Equity Plan, which is approved by the Saskatchewan Human Rights Commission, and helps to realize the application of internal policies to ensure equitable hiring practices and a healthy working and learning environment.

The Northlands College Employment Equity Program was implemented in 1995 with the primary objective of developing a representative workforce at the college. The program includes the following three primary goals designed to achieve the broader objective of a representative workforce:

- Maximize recruitment of individuals of Aboriginal ancestry.
- Attain a 50% workforce demographic represented by the northern population in all classifications within an 8-10 year period.
- Attain a workforce that is 100% reflective of the northern demographics.

At the time of inception of the program in 1995, 28% of the college workforce consisted of staff of Aboriginal ancestry. The following tables provide an overview of recent activity and illustrate the degree of progress towards the preceding goals.

Table 9
Comparison of 2009-2010 Annual Staff Roll-ups to 2008-2009 and 2007-2008

	Total Staff	Aboriginal Ancestry		Disabled Persons		Women		Visible Minority	
		Staff	*%*	*Staff*	*%*	*Staff*	*%*	*Staff*	*%*
2009-10 Annual	**185**	**90**	**49%**	**8**	**4%**	**106**	**57%**	**4**	**2%**
2008-09 Annual	176	91	52%	9	5%	113	64%	4	2%
2007-08 Annual	175	83	47%	10	6%	111	63%	3	2%

Table 10
2009-2010 New Hires by Equity Group

	Aboriginal Ancestry		Non-Aboriginal		Visible Minority		Disabled Persons	
	Hires	%	Hires	%	Hires	%	Hires	%
Male	5	14%	12	34%	1	3%	0	0%
Female	5	14%	11	31%	1	3%	0	0%
Total	**10**	**29%**	**23**	**66%**	**2**	**6%**	**0**	**0%**

COLLEGE STAFF

Administration

Bill McLaughlin	**CEO**
Gail Walker	**Director of Finance & Administration**
Denise D'Amour	**Director of Program Management**
Jo-Anne Lennard	**Executive Assistant**
Kristen Bunz	**HR Manager**
Joan Bogard	Accounting Clerk
Donna Carlson	Administrative Assistant
Beverly Charles	Human Resources Assistant
Charlene Charles	Payroll Clerk
Daniel Fingarsen	IT Coordinator
Sylvia Harris	Northern Apprenticeship Coordinator
Brett Haugen	Job Coach
Joanne Hoeft	Registrar
Cheryl Jeffries	Administration Receptionist / Program Management Clerk
Jason Kennedy	Literacy Coordinator
Cory McCallum	IT Assistant
Angie McKenzie	Accounts Payable Clerk / Accounting Clerk
Marion Morin	Administrative Receptionist
Glenys Plunz	University Coordinator
Lloyd Robertson	Educational Consultant
Ida Ross	Accounts Receivable Clerk
Tricia Russell	IT Assistant
Sophie Tingley	Accounts Receivable Clerk / Payroll Clerk
Susan Wasylenchuk	Human Resources Assistant / Administrative Receptionist
Jocelyn Wolverine	Program Management Clerk / Accounts Payable Clerk
Shelley Young	Accountant

Central / Athabasca Region

Linda Cowan	**Regional Director**
Paul Ballentyne	Senior Coordinator
Lulua Beatty	Instructor: Developmental Studies 1 / Instructor: Developmental Studies 2
Lena Bell	Program Assistant
Waldo Berg	Instructor: Developmental Studies 2
Laura Beznoska	Instructor: Adult 12
Patrick Blais	Instructor: Practical Nursing
Damian Boyle	Instructor: Workplace Education
Lorraine Bunyan	Instructor: Adult 12
Patti Byers	Instructor: Orientation to Child Daycare
Elizabeth Charles	Program Assistant
Cherise Chrispen	Instructor: Adult 12
Geoff Cowan	Instructor: Adult 12
Linda Crawford	Counsellor
Fred Danchuk	Instructor: Carpentry Level 1
Peggy Dyck	Instructor: Health Careers Access / Instructor: Adult 12
Erin Gordon	Administrative Assistant
Karla Hardcastle	University Academic Coordinator
Doug Haryung	Instructor: Heavy Equipment Operator Simulator
Judy Haryung	Instructor Aide: Heavy Equipment Operator Simulator
Kelly Haydukewich	Instructor: On-Line High School
Jennifer Hendry	Instructor: Technical
Emily Hennie	Program Centre Clerk 3
Elizabeth Hill	Instructor: Workplace Essential Skills
Dorothy Irwin	Distance Education Tutor
Ian Jardine	Instructor: Developmental Studies 3
Vince Karlewicz	Instructor: Mine Engineering
Martha Kilcup	Learning Strategist
Ellen Klassen	Instructor: Practical Nursing
Richard Krahn	Instructor: On-Line GED
John Lancaster	Instructor: Workplace Education
Bobbi-jo Maggrah	Student Advisor
Chandra McDougald	Instructor: Technical
Flora McKay	Student Advisor
David McManus	Instructor: Geological Technician
Ameeta Medina	Instructor: Developmental Studies 2
Paul Merasty	Instructor: Carpentry Level 1
Nancy Mirasty	Building Attendant
Barb Morrow	Program Assistant
Kory Morvik	Student Advisor
Hugh Munro	Senior Coordinator
Vivian Phelps	Instructor: Workplace Education
Angela Plunz	Distance Education Tutor
Carson Poitras	Senior Coordinator
David Radchuk	Instructor: TEL for Literacy Learners
Dennis Robillard	Instructor: Underground Mining
Sharon Ross	Instructor: Office Education
Janelle Senga	Instructor: Office Education
Donna Sharon	Instructor: On-Line GED
Naomi Soleil	Instructor: Health Careers Access
Janella Stalthanee	Workplace Essential Skills Tutor

Grant Stewart	Instructor: Carpentry Level 1
William Thomas	Senior Coordinator
Tiffany Toutsaint	Workplace Essential Skills Tutor
Corrine Tsannie	Workplace Essential Skills Tutor
Karen Tsannie	Workplace Essential Skills Tutor
James Williams	Distance Education Tutor

Eastern Region

Ordean Goulet	**Regional Director**
Maxine Armstrong	Instructor: Adult 12
Gwen Bear	Instructor: Developmental Studies 1 / Instructor: Computer Assisted Literacy
Harold Beck	Instructor: Pre-Carpentry / Instructor: Pre-Trades Carpentry
Leslie Beck	Instructor: Aboriginal Police Preparation
Alan Bishoff	Instructor: Small Motor Repair
Lorene Bonnett	Senior Coordinator
Yvan Bouffard	Instructor: Industrial Mechanic Applied Certificate
Shannon Cody	Learning Strategist
Terri-Lynn Conley	Instructor: Adult 12
Lois Coutts	Counsellor
Georgette Deans	Janitor
Cheryl Eastman	Program Centre Clerk 4
Joanne Fiddler	Learning Strategist / Counsellor
Scott Fiddler	Residence Custodian
Marnie Gabriel	Instructor: Adult 10/12
Gillian Goodman	Residence Custodian
Patty Grant-Bloxom	Student Advisor
Marilyn Iwasyk	Distance Education Tutor
Janet Joa	Instructor: Retail & Customer Service
Jan Lentowicz	Senior Coordinator
Rita Lowenberg	Instructor: Developmental Studies 2
Ingrid MacColl	Instructor: Adult 12
June Markham	Residence Custodian
Sherry Markham	Instructor: Pre-Trades Upgrader / Instructor: Developmental Studies 2
Patrick McKenzie	Instructor: Developmental Studies 3 / Instructor: Pre-Trades Upgrader
William Merasty	Instructor: Post-Secondary Career Start
Norman Michele	Instructor: Pre-Carpentry
Nancy Mirasty	Instructor: Pre-Developmental Studies A
Penelope Morissette	Program Centre Clerk 3
Dawn Nowlin	Instructor: Continuing Care Assistant
Fern Playford	Program Assistant
Stuart Rutherford	Instructor: Pre-Employment Welding
Bonnie Tait	Instructor: Adult 10 / Instructor: Adult 12
Darlene Watson	Student Advisor

Western Region

Joe Daigneault	**Regional Director**
Denise Bartley	Program Assistant
Mike Blackmon	Instructor: Adult 12
Donna Clarke	Kitchen Supervisor
Bogumil Czechowicz	Instructor: Adult 12
Abe Daigneault	Senior Coordinator
Rose Desjarlais	House Keeper
Endale Endale	Career & Employment Facilitator
Casey Jones	Student Advisor
Rita Lowenberg	Instructor: GED Prep
Shelly MacDonald	Security Guard
Rebecca McCallum	Security Guard
Rita McCallum	Instructor: Life Skills-Job Readiness
Elton McKay	Senior Coordinator
Lisa McLeod	Instructor: Office Education
Wynn McNeil	Instructor: Heavy Equipment Mechanic
Angela Mihalicz	Instructor: GED Prep
Matthew Murphy	Instructor: Pre-Employment Welding
Sherri Norton	Security Guard
Germaine Pedersen	Cook
Janelle Pedersen	Program Center Clerk 4
Val Pedersen	Cook
Louise Pederson	Counsellor
Nadia Persaud	Instructor: Developmental Studies 3
Doug Phillips	Instructor: Welding
Steven Prichard	Instructor: Heavy Equipment Mechanics
Rose Richardson	Instructor: Developmental Studies 1 / Instructor: Developmental Studies 2
Doreen Roy	Career & Employment Facilitator / Student Advisor
Diane Smith	Instructor: Developmental Studies 3
Robert Thompson	Senior Coordinator
Chris Turnor	Instructor: Pre Developmental Studies A
Ray Walter	Instructor: GED Prep
Lutz Wesseler	Learning Strategist
Patricia Young	Program Centre Clerk 3

COMPARISON OF STATED FINANCIAL OBJECTIVES AND PERFORMANCE

The College depends on a high level of partnerships to sustain its programming activity. Programming activity and the resulting administrative revenue was higher than predicted as a result of increased partnerships.

The Board sets direction and monitors the performance of the College. Changes in predicted activity are monitored on an ongoing basis through managers' meetings, monthly and trimester reporting to the Board. The Board and management agreed how to respond to those changes and the impact on College operations.

	Original Budget	Actual	Difference
(Deficiency) of revenues over Expenses	($140,984)	$467,905	$608,889
Operating Fund revenue:	**$15,402,006**	**$16,830,432**	**$1,428,426**
General	7,049,509	7,850,644	801,135
Skills Credit	3,329,578	4,052,299	722,721
Skills Non-Credit	620,721	584,460	(36,261)
Basic Education Credit	2,105,878	1,715,755	(390,123)
Basic Education Non-Credit	1,507,776	1,695,815	188,039
University	186,100	227,186	41,086
Learner Support	395,930	578,097	182,167
Counselling Services	206,514	126,176	(80,338)
Operating Fund expenses:	**$15,542,990**	**$16,362,527**	**$819,537**
General	5,207,265	5,223,757	16,492
Skills Credit	3,329,578	4,093,350	763,772
Skills Non-Credit	620,721	594,692	(26,029)
Basic Education Credit	2,136,538	1,764,539	(371,999)
Basic Education Non-Credit	1,557,776	1,677,955	120,179
University	338,510	375,128	36,618
Learner Support	1,396,655	1,727,964	331,309
Counselling Services	955,947	905,142	(50,805)

USE OF RESERVE FUNDS IN COLLEGE OPERATIONS

The College maintains five reserves funded by the Board:

1) **Capital Equipment Purchase Reserve** is for the purchase of capital equipment as defined under the Regional Colleges' Capital Asset Policy (particularly commercial kitchen equipment for the Buffalo Narrows Student Residence). The Board approved the replacement of dining room furniture at the Buffalo Narrows Student Residence and also approved moving the funds from the Machinery and Equipment Reserve ($50,000) to this reserve for the purchase of an eight passenger all-wheel drive van (Central Vehicle Agency has no capital replacement funds). The Board allocated an additional $25,000 to this reserve leaving a balance of $33,679.

2) **Building Capital Reserve:** The Board shadow allocated $175,000 towards training in the Athabasca Region for 2010-11 and allocated an additional $125,000 to the reserve leaving a balance of $200,000 for future building projects (primarily the Athabasca Training Facility).

3) **Building/Equipment Maintenance Reserve** is for building/equipment maintenance beyond the operational repair and maintenance budgets. The Board agreed to expand this reserve to include equipment maintenance when it rescinded the Maintenance and Equipment Reserve. The College owns a significant amount of real property (La Ronge Program Centre, Air Ronge Administration, Air Ronge Shops, La Loche staff residence, Buffalo Narrows Student Residence and the Creighton Program Centre) and this reserve is designed to provide a source of funds to undertake non-capital or capital projects not funded by Advanced Education, Employment and Immigration capital funds.

   Projects undertaken in 2009-10 include a continuation of La Loche housing renovations and portable classroom construction, allocations to La Ronge Program Centre for structural repairs to rear and front vestibules, and replacement of air conditioning units at the Administration Building in Air Ronge.

   The Board shadow allocated $200,000 from this reserve towards training in the Athabasca Region for 2010-11. Outstanding commitments against this reserve in the amount of $339,467 will reduce available funds to $486,982 (installation of natural gas at the Administration, Shops Air Ronge and La Ronge Program Centre, upgrade the CNET line at the La Ronge Program Centre, flooring replacement in two of the three portable classrooms, replace rear sidewalk at the La Ronge Program Centre to allow for handicapped access).

4) **Information Technology Reserve** is for the purchase of computer equipment as defined under the Regional Colleges' Capital Asset Policy. This reserve is designed for the cyclical replacement of capital computer equipment (student computer labs, administration network peripherals and computers). The Board allocated an additional $100,000 to this reserve for the implementation of a human resource management system that will be integrated with payroll.

5) **Training and Education Reserve** provides funds for programming activity where other program funds are not available or where there is a great demand for a particular type of programming. This reserve remains a top priority for the Board; however, its size is entirely dependent on the availability of unrestricted funds. In 2009-10, the Board allocated funds for Construction Safety Training (four intakes) and continued with curriculum development in Literacy Level 1(A and B), staff TEL training, Literacy (college-wide), and contributed to the staffing costs of the Masinahikana Online Education Centre.

6) **Machinery & Equipment Maintenance Reserve:** This reserve was rescinded by the Board and the funds moved to the Capital Equipment Purchase Reserve. Funds for extraordinary expenses related to machinery and equipment such as the simulator and diamond drill will be covered by the Building/Equipment Maintenance Reserve.

NORTHLANDS COLLEGE
FINANCIAL STATEMENTS
Year ended June 30, 2010

Deloitte & Touche LLP
5 – 77 15th Street East
Prince Albert, SK S6V 1E9
Canada

Tel: (306) 763-7411
Fax: (306) 763-0191
www.deloitte.ca

AUDITORS' REPORT

**TO THE BOARD OF DIRECTORS OF
NORTHLANDS COLLEGE**

We have audited the statement of financial position of Northlands College (the "College") as of June 30, 2010 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at June 30, 2010 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP

Chartered Accountants

August 13, 2010

Northlands College
Statement of Financial Position
as at June 30, 2010

Statement 1

	2010			2009
	Operating Fund	Capital Fund	Total	Total
Assets				
Current Assets				
Cash	$ 4,553,893	$ -	$ 4,553,893	$ 4,340,364
Accounts receivable (note 4)	1,431,772	-	1,431,772	1,432,237
Prepaid expenses	65,474	-	65,474	66,609
Inventory for consumption	65,911	-	65,911	65,912
	6,117,050	-	6,117,050	5,905,122
Non-current Assets				
Capital assets (note 5)	-	3,978,603	3,978,603	4,495,275
	$ 6,117,050	$ 3,978,603	$ 10,095,653	$ 10,400,397
Liabilities				
Current Liabilities				
Accrued salaries and benefits	$ 782,857	$ -	$ 782,857	$ 730,534
Accounts payable and accrued liabilities (note 6)	791,975	-	791,975	946,527
Unearned revenue (note 7)	2,310,354	-	2,310,354	2,345,860
Current portion of long-term debt (note 8)	-	44,916	44,916	42,657
	3,885,186	44,916	3,930,102	4,065,578
Non-current Liabilities				
Long-term debt (note 8)	-	396,067	396,067	440,981
	3,885,186	440,983	4,326,169	4,506,559
Net Assets				
Invested in capital assets	-	3,537,620	3,537,620	4,011,637
Restricted (note 9)	1,854,085	-	1,854,085	1,504,421
Unrestricted	377,779	-	377,779	377,780
	2,231,864	3,537,620	5,769,484	5,893,838
	$ 6,117,050	$ 3,978,603	$ 10,095,653	$ 10,400,397

See accompanying notes to financial statements

On behalf of the Board:

Director

Director/CFO

Northlands College
Statement of Operations
for the year ended June 30, 2010

Statement 2

	Operating Fund			Capital fund		Total	Total
	2010 Budget	2010	2009	2010	2009	2010	2009
	(Note 10)						
Revenues (Schedule 1)							
Provincial Government	$ 11,963,374	$ 11,962,240	$ 11,220,848	$ 106,544	$ 568,625	$ 12,068,784	$ 11,789,473
Federal Government	-	22,803	705,567	-	-	22,803	705,567
Other revenue	3,438,632	4,845,389	4,012,694	-	-	4,845,389	4,012,694
	15,402,006	16,830,432	15,939,109	106,544	568,625	16,936,976	16,507,734
Expenses (Schedule 2)							
Agency contracts	2,427,155	2,965,728	3,200,141	3,481	-	2,969,209	3,200,141
Amortization	603,314	-	-	645,817	603,113	645,817	603,113
Equipment	471,036	481,959	510,975	1,067	-	483,026	510,975
Facilities	1,576,288	1,564,920	1,486,321	32,316	-	1,597,236	1,486,321
Information technology	119,110	98,385	173,931	15,893	-	114,278	173,931
Operating (Schedule 3)	2,435,778	2,474,481	2,123,170	229	-	2,474,710	2,123,170
Personal services	8,513,625	8,777,054	8,060,835	-	-	8,777,054	8,060,835
	16,146,308	16,362,527	15,555,373	698,803	603,113	17,061,330	16,158,486
(Deficiency) Excess of Revenues over Expenses	$ (744,302)	$ 467,905	$ 383,736	$ (592,259)	$ (34,488)	$ (124,354)	$ 349,248

See accompanying notes to financial statements

Northlands College
Statement of Changes in Net Assets
for the year ended June 30, 2010

Statement 3

	2010				2009
	Invested in capital assets	Restricted	Unrestricted	**Total**	Total
(Deficiency) excess of revenues over expenses	$ (592,259)	$ -	$ 467,905	$ **(124,354)**	$ 349,248
Net assets, beginning of year	4,011,637	1,504,421	377,780	**5,893,838**	5,544,590
Interfund transfers:		-	-		
Invested in capital assets	224,786	(67,932)	(156,854)	-	-
Externally imposed restrictions	(106,544)	106,544	-	-	
Internally imposed restrictions	-	311,052	(311,052)	-	-
Net assets, end of year	$ 3,537,620	$ 1,854,085	$ 377,779	$ **5,769,484**	$ 5,893,838

Restricted details: (Note 9)

	Beginning Balance	To Restricted	From Restricted	Ending Balance
Externally Restricted				
Capital Purchases (Ministry of Advanced Education, Employment and Immigration)	-	106,544	106,544	-

	Beginning Balance	To Restricted	From Restricted	Ending Balance
Internally Restricted				
Capital Equipment Purchase Reserve	15,066	75,000	11,387	78,679
Building Capital Reserve	250,000	125,000		375,000
Building Maintenance Reserve	717,423	200,000	90,974	826,449
Machinery & Equipment Maintenance Reserve	50,000	-	50,000	-
Information Technology Reserve	99,851	125,000	27,672	197,179
Training and Education Reserve	372,081	93,295	88,598	376,778
	$ 1,504,421	$ 618,295	$ 268,632	$ 1,854,085
Total restricted net assets, end of year	$ 1,504,421	$ 724,839	$ 375,176	$ 1,854,085

See accompanying notes to financial statements

Northlands College
Statement of Cash Flows
for the year ended June 30, 2010

Statement 4

	2010	2009
Cash flows from (used in) operating activities		
Excess of revenues over expenses	$ (124,354)	$ 349,248
Amortization of capital assets	645,817	603,113
	521,463	952,361
Changes in non-cash working capital		
Decrease (increase) in accounts receivable	465	(765,800)
Decrease (increase) in prepaid expenses	1,135	(15,062)
(Increase) in inventory for consumption	-	(65,912)
Increase in accrued salaries and benefits	52,323	27,132
(Decrease) increase in accounts payable and accrued liabilities	(154,552)	243,707
(Decrease) in unearned revenue	(35,506)	(764,201)
Cash (used in) operating activities	385,328	(387,775)
Cash flows from (used in) investing activities		
Purchase of capital assets	(129,142)	(793,794)
Cash used in investing activities	(129,142)	(793,794)
Cash flows from (used in) financing activities		
Repayment of long-term debt	(42,657)	(40,343)
Cash used in financing activities	(42,657)	(40,343)
Net decrease in cash	213,529	(1,221,912)
Cash, beginning of year	4,340,364	5,562,276
Cash, end of year	$ 4,553,893	$ 4,340,364
Supplemental information		
Interest paid on long-term debt	$ 25,959	$ 28,273

See accompanying notes to financial statements

Northlands College
Schedule of Operating Fund Revenues by Function
for the year ended June 30, 2010

Schedule 1

	2010								2010	2010 Budget (Note 10)	2009
	General	Skills Training		Adult Basic Education		University	Services				
		Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	Total	Total	Total
Provincial Government											
Employment and Operating grant	$ 5,713,755	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 5,713,755**	$ 5,633,001	$ 5,136,235
Program payments	421,808	1,846,442	251,680	1,565,289	986,875	217,185	207,855	125,726	**5,622,860**	5,487,701	5,553,180
Other	459,539	-	-	-	-	-	-	-	**459,539**	702,360	380,149
	6,595,102	1,846,442	251,680	1,565,289	986,875	217,185	207,855	125,726	**11,796,154**	11,823,062	11,069,564
Other Provincial		31,121	-	-	134,965	-	-	-	**166,086**	140,312	151,284
	6,595,102	1,877,563	251,680	1,565,289	1,121,840	217,185	207,855	125,726	**11,962,240**	11,963,374	11,220,848
Federal Government											
Admin recovery	-	-	-	-	-	-	-	-	**-**	-	33,000
Program payments	7,696	-	-	-	15,107	-	-	-	**22,803**	-	671,550
Other	-	-	-	-	-	-	-	-	**-**	-	1,017
	7,696	-	-	-	15,107	-	-	-	**22,803**	-	705,567
Other Revenue											
Admin recovery	362,711	-	-	-	-	-	-	-	**362,711**	261,337	266,807
Contracts	48,392	1,529,620	323,847	62,842	549,587	-	50,000	-	**2,564,288**	1,762,659	2,020,857
Interest	17,537	-	-	-	-	-	-	-	**17,537**	97,350	90,629
Rents	43,091	3,040	214	6,932	7,781	-	95,903	450	**157,411**	39,200	130,861
Resale items	38	135,036	999	515	-	-	32,186	-	**168,774**	89,104	109,435
Tuitions	861	504,332	6,406	79,508	-	1	179,730	-	**770,838**	562,772	462,797
Other	775,216	2,708	1,314	669	1,500	10,000	12,423	-	**803,830**	626,210	931,308
	1,247,846	2,174,736	332,780	150,466	558,868	10,001	370,242	450	**4,845,389**	3,438,632	4,012,694
Total revenue	7,850,644	4,052,299	584,460	1,715,755	1,695,815	227,186	578,097	126,176	**16,830,432**	15,402,006	15,939,109
Total operating expenses (Schedule 2)	5,223,757	4,093,350	594,692	1,764,539	1,677,955	375,128	1,727,964	905,142	**16,362,527**	15,542,994	15,555,373
Excess (deficiency) of revenues over expenses	$ 2,626,887	$ (41,051)	$ (10,232)	$ (48,784)	$ 17,860	$ (147,942)	$ (1,149,867)	$ (778,966)	**$ 467,905**	$ (140,988)	$ 383,736

See accompanying notes to financial statements

Northlands College
Schedule of Operating Fund Expenses by Function
for the year ended June 30, 2010

Schedule 2

	2010								2010	2010 Budget (Note 10)	2009
	General	Skills Training		Adult Basic Education		University	Services				
		Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	**Total**	Total	Total
Agency contracts	295,082	1,471,102	244,738	349,863	260,676	35,754	302,979	5,534	2965728	2427155	3200141
Equipment	$ 167,561	$ 153,584	$ 21,413	$ 23,633	$ 39,285	$ 6,573	$ 45,200	$ 24,710	**$ 481,959**	$ 471,036	$ 510,975
Facilities	691,272	264,779	17,302	99,138	92,800	-	388,095	11,534	**1,564,920**	1,576,288	1,486,321
Information technology	58,202	5,648	-	69	11,131	160	1,981	21,194	**98,385**	119,110	173,931
Operating (Schedule 3	935,260	730,824	176,919	138,209	234,180	29,260	161,096	68,733	**2,474,481**	2,435,778	2,123,170
Personal services	3,076,380	1,467,413	134,320	1,153,627	1,039,883	303,381	828,613	773,437	**8,777,054**	8,513,625	8,060,835
	5,223,757	4,093,350	594,692	1,764,539	1,677,955	375,128	1,727,964	905,142	**16,362,527**	15,542,994	15,555,373
			4,688,042		3,442,494			2,633,106			

See accompanying notes to financial statements

Northlands College
Schedule of Operating Expenses
for the year ended June 30, 2010

Schedule 3

	2010	2010 Budget (Note 10)	2009
	Total	Total	Total
Advertising	**$ 189,127**	$ 146,147	$ 160,550
Association fees and dues	**29,782**	24,358	20,374
Bad debts (recovery)	**10,673**	48,716	39,027
Financial services	**26,592**	24,358	28,602
In-Service	**81,938**	97,431	56,961
Insurance	**98,481**	73,073	80,579
Materials and supplies	**722,144**	608,945	548,447
Printing and copying	**88,253**	73,073	83,862
Professional services	**53,702**	19,486	24,916
Resale items	**150,783**	121,789	90,553
Subscriptions	**5,106**	4,872	5,694
Telephone and fax	**114,681**	121,789	115,442
Travel	**682,333**	925,596	794,311
Other	**220,886**	146,147	73,852
	$ 2,474,481	$ 2,435,780	$ 2,123,170

See accompanying notes to financial statements

Northlands College
Notes to the Financial Statements
for the year ended June 30, 2010

1. **PURPOSE AND AUTHORITY**

Northlands College (the "College") offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*. The College Board plays an integral part in strategic direction and management guidance.

The purpose of the College is to provide credit and non-credit classroom and vocational training to meet the needs of regional constituents and industry. Northlands College is exempt from the payment of income tax.

2. **CHANGES IN ACCOUNTING POLICIES**

Not-for-profit organizations

On July 1, 2009 the College has adopted the changes made to Sections 1540, 4400, 4430 and 4460 and the new recommendations of Section 4470 of the CICA Handbook.

Section 1540 has been amended to include not-for-profit organizations within its scope. As a result, investing and financing activities are now presented separately.

Section 4400 has been amended in order to eliminate the requirement to treat net assets invested in capital assets as a separate component of net assets and instead permit a not-for-profit organization to present such an amount as a category of internally restricted net assets when it chooses to do so. It also clarifies that revenues and expenses must be recognized and presented on a gross basis when a not-for-profit organization is acting as a principal in transactions.

Section 4430 has been amended to specify that smaller organizations that capitalize their capital shall capitalize all classes of capital assets and amortize and write down those assets in accordance with relevant Handbook Sections.

Section 4460 has been amended to make the language in Section 4460 consistent with related party transactions, Section 3840.

Section 4470 establishes disclosure standards for a not-for-profit organization that classifies its expenses by function and allocates its expenses to a number of functions to which the expenses relate.

The adoption of those new standards had no impact on the financial statements.

3. **SIGNIFICANT ACCOUNTING POLICIES**

Pursuant to standards established by the Public Sector Accounting Board, the College is classifies as a government not-for-profit organization. These financial statements have been prepared in accordance with Canadian generally accepted accounting principles applicable to not-for-profit entities and include the following significant policies:

a) Fund Accounting

The accounts of the College are maintained in accordance with the principles of fund accounting. For accounting and reporting purposes, resources are classified in funds in accordance with specified activities or objectives:

(i) Operating Fund

The operating fund accounts for the College's program delivery, services and administrative activities.

(ii) Capital Fund

The capital fund reflects the net book value of all capital assets of the College less long-term debt incurred to finance the purchase of capital assets. The capital fund also includes contributions, interest and donations designated for capital purposes by the contributor.

b) Revenue Recognition

The College follows the restricted fund method of accounting for contributions. Restricted contributions related to the general operations are recognized as revenue of the operating fund in the year that the related expenses are incurred. Contributions restricted for capital assets are recognized as revenue of the capital fund when received or receivable.

Unrestricted operating contributions are recognized as revenue of the operating fund when received or receivable. Tuition and fee revenue is recognized as the service is provided. Revenue from contractual services is recognized as the service is provided.

c) **Capital Assets**
Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Capital assets costing under the asset threshold are expensed in the current year.

Capital assets are amortized on a straight-line basis over their estimated useful lives as follows and amortization is reported as an expense in the capital fund:

Buildings	20 years
Furniture and equipment	3 to 10 years
Leasehold improvements	Term of lease or useful life
Vehicles	5 years
Other assets	10 years

d) **Cash**
Cash is represented by cash on hand and balances with banks.

e) **Inventory**
Inventory is valued at the lower of cost and net realizable value.

f) **Use of Estimates**
These statements are prepared in accordance with Canadian generally accepted accounting principles. These principles require management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

g) **Financial instruments**
The College has elected to apply Section 3861, Financial Instruments – Disclosure and Presentation in place of Section 3862, Financial Instruments – Disclosures and Section 3863, Financial Instruments – Presentation.

Financial assets and financial liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification as described below. Their classification depends on the purpose, for which the financial instruments were acquired or issued, their characteristics and the College's designation of such instruments. Settlement date accounting is used.

(i) Classification

Cash	Held-for-trading
Accounts receivable	Loans and receivables
Accrued salaries and benefits	Other liabilities
Accounts payable and accrued liabilities	Other liabilities
Long-term debt	Other liabilities

(ii) Held for trading
Held for trading financial assets are financial assets typically acquired for resale prior to maturity or that are designated as held for trading. They are measured at fair value at the statement of financial position date. Fair value fluctuations including interest earned, interest accrued, gains and losses realized on disposal and unrealized gains and losses are included in income on the statement of operations.

(iii) Loans and receivables
Loans and receivables are accounted for at amortized cost using the effective interest method.

(iv) Other liabilities
Other liabilities are recorded at amortized cost using the effective interest method and include all financial liabilities, other than derivative instruments.

(v) Transaction Costs
Transaction costs for all financial instruments are expensed as incurred.

(vi) Effective interest method
The College uses the effective interest method to recognize interest income or expense which includes premiums or discounts earned or incurred for financial instruments.

4. ACCOUNTS RECEIVABLE

Accounts receivable are composed of the following:

	2010 $	2009 $
Saskatchewan Advanced Education, Employment and Immigration	**587,510**	630,293
Federal Government	**40,948**	473,430
Other	**803,314**	328,514
	$ 1,431,772	$ 1,432,237

5. CAPITAL ASSETS

	Cost $	Accumulated Amortization $	2010 Net Book Value $	2009 Net Book Value $
Land	42,859	-	**42,859**	42,859
Buildings	6,046,565	3,795,225	**2,251,340**	2,501,187
Furniture and equipment	1,080,973	976,837	**104,136**	161,837
Leasehold improvements	291,613	224,558	**67,055**	86,449
Other assets	2,214,778	632,566	**1,508,212**	
Vehicles	5,000	-	**5,000**	1,702,943
	$ 9,607,788	$ 5,629,185	**$ 3,978,603**	$ 4,495,275

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities are composed of the following:

	2010 $	2009 $
Provincial Government	**20,187**	70,631
Federal Government	**-**	166,315
Other	**771,788**	709,581
	$ 791,975	$ 946,527

7. UNEARNED REVENUE

Unearned revenue consists of transfers received to carry out specific activities in excess of the expenses incurred on those activities at the end of the fiscal year as follows:

	2010 $	2009 $
Saskatchewan Advanced Education, Employment and Immigration	**1,799,984**	2,092,189
Federal Government Grant	**1,106**	23,909
Other	**509,264**	229,762
	$ 2,310,354	$ 2,345,860

8. LONG-TERM DEBT

	2010 $	2009 $
Royal Bank of Canada, interest rate fixed at 5.589% per annum, monthly repayment terms of $5,718 for 10 years, maturing February 25, 2014.	**440,983**	483,638
Less: Current portion	**(44,916)**	(42,657)
	$ 396,067	$ 440,981

The principal repayment schedule for the next five years on long-term debt is as follows:

2011 – 44,916
2012 – 47,634
2013 – 50,424
2014 – 53,314
2015 – 56,371

9. RESTRICTIONS ON NET ASSETS

The Board of Directors of Northlands College placed internal restrictions on $1,285,789 (2009 – $1,504,421) of unrestricted net assets to be used for various purposes as indicated on Statement 3.

External restrictions have not been placed on assets used by Northlands College.

10. BUDGET AMOUNTS

The budget amounts on these financial statements were prepared by College Management and approved by the Board on May 21, 2009. The Minister approved the budget on August 27, 2009. The budget amounts have not been subjected to audit.

11. RELATED PARTY TRANSACTIONS

These financial statements include transactions with related parties. The College is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. Also, the College is related to non-Crown enterprises that the Government jointly controls or significantly influences.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms.

	2010 $	2009 $
Keewatin Yatthe Regional Health Authority	-	12,133
Ministry of Government Services	477,565	522,915
SaskTel	95,696	98,531
SaskPower and SaskEnergy	108,227	93,948
Saskatchewan Housing Corporation	498	3,975
Saskatchewan Institute of Applied Science and Technology	667,954	713,319
Saskatchewan Municipal Superannuation	607,704	472,585
Saskatchewan Regional Colleges	1,446	12,381
Saskatchewan Teachers' Federation	129,784	108,622
Saskatchewan Teachers' Superannuation	5,640	4,777
Saskatchewan Workers' Compensation Board	28,762	25,963
University of Regina	77,366	162,025
University of Saskatchewan	139,012	72,331
Total Amounts Payable/Paid to Related Parties	$ 2,339,654	$ 2,303,505

	2010 $	2009 $
Keewatin Yatthe Regional Health Authority	12,938	59,880
Mamawetan Churchill River Health Authority	250,242	1,800
Saskatchewan Advanced Education, Employment and Immigration	12,150,969	11,549,071
Saskatchewan Apprenticeship and Trade Certification Commission	133,500	11,667
Saskatchewan Environment	-	15,000
Saskatchewan Housing Corporation	-	3,045
Saskatchewan Institute of Applied Science and Technology	37,094	68,631
Saskatchewan Regional Colleges	12,322	5,009
University of the Arctic	-	25,000
University of Regina	6,601	1,071
University of Saskatchewan	288	115
Total Amounts Receivable/Received from Related Parties	$ 12,603,954	$ 11,740,289

The College receives long distance telephone service between major centers from SaskTel, a related party, at reduced rates available to government agencies.

The College brokers course programs (based on negotiated rates) from Saskatchewan Institute of Applied Science and Technology (SIAST).

Other transactions with related parties are disclosed elsewhere in these financial statements and related notes.

12. FINANCIAL INSTRUMENTS

The College's significant financial instruments consist of cash, accounts receivable, accrued salaries and benefits, accounts payable and accrued liabilities, and long-term debt.

a. The carrying amount of cash, accounts receivable, accrued salaries and benefits, accounts payable and accrued liabilities approximate fair value due to the short-term maturity of these instruments. There are no significant terms or conditions related to these financial instruments that may affect the amount, timing or certainty of future cash flows. Based on borrowing rates currently available to the College for loans with similar terms and conditions, the carrying value of its long-term debt approximates fair value.

b. The College is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the College's receivable is from the federal government and from a large number of smaller customers; therefore, credit risk is minimal.

13. EMPLOYEE FUTURE BENEFITS

Employees of the College participate in one of three pension plans. Teachers and other employees holding a teaching certificate participate in a defined benefit plan, either the Teachers' Superannuation Plan (TSP) which is administered by the Teachers' Superannuation Commission or the Saskatchewan Teachers' Retirement Plan (STRP) which is administered by the Saskatchewan Teachers' Federation. The College has no financial obligation to TSP or STRP. Eligible employees contribute to TSP or STRP for their current service. No matching contribution is made by the College. The General Revenue Fund is responsible for the financial obligations of the TSP. All other employees participate through the Municipal Employees Pension Plan (MEPP), which is a multi-employer defined benefit plan. The College's financial obligation to MEPP is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to $284,610 (2009 - $234,713).

14. CONTINGENT LIABILITIES

A union representing employees of an employer unrelated to the College has applied by Notice of Motion for an order quashing purported decisions of the municipal Employees Pension Plan relating to the application of actuarial surplus in the fund, as well as other relief. Several participating employers, including the College have been named. It is not possible to estimate the potential effect of the claim at this stage of the proceedings.

15. LEASE AGREEMENTS

The College is currently leasing certain land and buildings under leases that expire at various dates to May 1, 2024. Annual rentals under the leases for each of the next five years are as follows:

2011	-	$ 538,839
2012	-	538,839
2013	-	538,839
2014	-	538,839
2015	-	538,839

16. FOUNDATION

Northlands College established a wholly-owned charitable foundation called "Northlands College Scholarship Foundation Incorporated" for the purpose of advancing education by recognizing student scholastic achievement through the provision of scholarships. The Foundation recorded a deficit of $797 in 2010 and had net assets of $68,576 as at June 30, 2010. The Board of the Foundation is appointed by Northlands College.

17. CAPITAL MANAGEMENT

The College's objectives when managing capital are to maintain sufficient fund balances to achieve the purposes of the funds and to ensure compliance with external restrictions placed on those funds.

In the management of capital, the College includes net assets and long-term debt in the definition of capital. As at June 30, 2010 the College has $6,210,467 ($6,377,476 in 2009) in capital.

Capital management objectives, policies and procedures are unchanged since the preceding year.

APPENDIX A

NORTHLANDS COLLEGE

Student Statistics 2009 – 2010

SKILLS TRAINING			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
SKILLS - INSTITUTE CREDIT									
SIAST – Full-time									
Office Education	Buffalo Narrows	14/09/09 - 21/05/10	9			5			**56**
Pre-Employment Heavy Equipment Mechanics	Buffalo Narrows	08/09/09 - 11/06/10	9			7			**78**
Pre-Employment Welding	Buffalo Narrows	08/09/09 - 21/05/10	12			8			**67**
Short Order Cooking	Canoe Lake	01/03/10 - 26/05/10	10			7			**70**
Continuing Care Assistant	Creighton	28/09/09 - 28/05/10	7			7			**100**
Law Enforcement*	Creighton	11/01/10 - 16/07/10	9			5			**56**
Pre-Employment Welding	Creighton	08/09/09 - 04/06/10	12			9			**75**
Industrial Mechanics	Cumberland House	28/09/09 - 19/02/10	10			9			**90**
Retail and Customer Service Training	Denare Beach	29/03/10 - 21/05/10	9			6			**67**
Pre-Employment Welding	La Loche	14/09/09 - 04/06/10	8			6			**75**
Welding Applied Certificate	La Loche	23/03/09 - 17/08/09	7			6			**86**
Geological Technician	La Ronge	29/09/08 - 09/10/09	8			7			**88**
Office Education	La Ronge	31/08/09 - 11/06/10	10	1		7	1		**73**
Orientation to Child Daycare	La Ronge	01/03/10 - 08/04/10		14			11		**79**
Practical Nursing*	La Ronge	05/10/09 - 08/04/11	14			10			**71**
Primary Care Paramedic	La Ronge	14/10/09 - 25/02/10	12			6			**50**
Radiation Environmental Technician	La Ronge	29/09/08 - 09/10/09	10			9			**90**
Radiation Environmental Technician*	La Ronge	13/10/09 - 08/10/10	13			9			**69**
Orientation to Daycare	Pinehouse	13/01/10 - 17/02/10	13			13			**100**
Underground Mining Core	Rabbit Lake Mine	06/01/10 - 24/05/10	12			7			**58**
		Total SIAST – Full-time	**194**	**15**	**0**	**143**	**12**	**0**	**74**

*Program carries over into next program year

SKILLS TRAINING			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
SIAST – Part-time									
SCN-SIAST	Creighton	02/09/09 - 23/04/10	1	4		1	4		**100**
Primary Care Paramedic - Anatomy & Physiology 189	La Ronge	27/07/09 - 14/08/09		7			7		**100**
SCN-SIAST	La Ronge	02/09/09 - 25/06/10	2	6		2	6		**100**
		Total SIAST – Part-time	**3**	**17**	**0**	**3**	**17**	**0**	**100**
OTHER – Full-time									
Construction Worker Preparation	Black Lake	03/05/10 - 23/07/10		14			9		**64**
Physiotherapy Assistant	Buffalo Narrows	18/10/06 - 09/03/10	3			3			**100**
Pre-Trades Exam Preparation	Buffalo Narrows	31/08/09 - 20/10/09		17			15		**88**
Pre-Trades Exam Preparation	Buffalo Narrows	02/11/09 - 18/12/09		17			13		**76**
Pre-Trades Exam Preparation	Buffalo Narrows	22/02/10 - 14/04/10		17			13		**76**
Small Motor Repair	Cumberland House	07/05/10 - 30/06/10			12			10	**83**
Mining Engineering Technician - Year 1	La Ronge	10/08/10 - 28/05/10	12			7			**58**
Construction Worker Preparation	Southend	02/03/09 - 23/07/09	3			2			**67**
Construction Worker Preparation	Wollaston	17/05/10 - 05/08/10		13			12		**92**
		Total Other – Full-time	**18**	**78**	**12**	**12**	**62**	**10**	**78**
SKILLS - INDUSTRY CREDIT									
Trauma Recovery Certification	Beauval	10/11/09 - 30/04/10	4			4			**100**
Chainsaw & Safety Ticket	Birch Narrows	02/12/09 - 11/12/09			16			16	**100**
Security Guard Training	Black Lake	11/01/10 - 22/01/10		12			9		**75**
Safety-First Aid/CPR	Buffalo Narrows	21/09/09 - 28/02/10			10			10	**100**
Driver Education	Canoe Lake	11/06/10 - 28/06/10			19			19	**100**
Heavy Equipment Operator Simulator	Creighton	02/11/09 - 04/12/09		8			7		**88**
First Aide/CPR	Cumberland House	13/10/09 - 14/10/09			15			15	**100**
Emergency Medical Responder*	Deschambault	10/05/10 - 23/07/10		9			9		**100**
Occupational Health & Safety Training	Ile a la Crosse	14/06/10 - 18/06/10			14			12	**86**
Chainsaw & Safety Ticket	La Loche	19/10/09 - 25/10/09			13			13	**100**

*Program carries over into next program year

SKILLS TRAINING			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
SKILLS - INDUSTRY CREDIT (continued)									
Occupational Health & Safety Training	La Loche	31/05/10 - 06/06/10			17			17	**100**
Occupational Health & Safety Training	La Loche	07/06/10 - 11/06/10			22			22	**100**
Trades Exploration	La Loche	08/06/10 - 29/06/10			15			11	**73**
Construction Safety Officer	La Ronge	23/11/09 - 09/12/09		13			12		**92**
Fireman's Boiler Certificate	La Ronge	07/12/09 - 11/12/09		12			12		**100**
Heavy Equipment Operator Simulator	La Ronge	09/12/09 - 21/05/10		33	1	5	19	1	**74**
Trapper Training	La Ronge	17/04/10 - 25/04/10			8		8		**100**
Chainsaw & Safety Ticket	Michel Village	29/11/09 - 05/12/09			19			19	**100**
Trapper Training	Neimbein	08/12/09 - 20/12/09			10			8	**80**
Heavy Equipment Operator Simulator	Pelican Narrows	21/09/09 - 27/10/09		8			7		**88**
Diamond Driller Helper	Pinehouse	09/02/10 - 24/02/10		6			6		**100**
Safety Training - PACL	Points North	31/05/10 - 07/06/10			30			30	**100**
Emergency Medical Responder	Southend	07/12/09 - 18/12/09			6			6	**100**
Heavy Equipment Operator Simulator	Stanley Mission	12/08/09 - 16/09/09		9			8		**89**
Security Guard Training	Stanley Mission	21/09/09 - 02/10/09		10			10		**100**
Trapper Training	Stanley Mission	03/02/10 - 11/02/10			10			10	**100**
		Total Industry Credit	**4**	**120**	**225**	**9**	**107**	**209**	**93**
APPRENTICESHIP & TRADE									
Carpentry - Level 1	La Ronge	06/04/10 - 04/06/10	12			12			**100**
		Total Apprenticeship & Trade	**12**	**0**	**0**	**12**	**0**	**0**	**100**

SKILLS TRAINING			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
SKILLS - INDUSTRY NON-CREDIT									
Bus Driver Training	Black Lake	25/01/10 - 29/01/10			4			4	**100**
Pre-Carpentry	Creighton	06/07/09 - 28/08/09		6			4		**67**
Pre-Carpentry - Phase 2	Creighton	17/05/10 - 24/06/10		6			3		**50**
Supported Employment Training	La Ronge	08/09/09 - 30/09/09			8			6	**75**
Log Home Building	Pelican Narrows	04/08/09 - 04/09/09			14			12	**86**
Pre-Carpentry - Phase 3	Pelican Narrows	28/09/09 - 18/12/09		13			6		**46**
Pre-Carpentry - Phase 4	Pelican Narrows	01/02/10 - 30/04/10		12			10		**83**
Pre-Carpentry - Phase 5	Pelican Narrows	17/05/10 - 25/06/10		8			4		**50**
Post Secondary Career Start	Sandy Bay	29/03/10 - 25/06/10		12			6		**50**
Pre-Carpentry - Phase 2	Sandy Bay	10/08/09 - 18/12/09		11			6		**55**
		Total Industry Non-Credit	**0**	**68**	**26**	**0**	**39**	**22**	**65**
COMMUNITY / INDIVIDUAL NON-CREDIT									
Ed To Go	Creighton	17/03/10 - 22/06/10			2			2	**100**
Basic Computer Training	La Ronge	12/01/10 - 28/01/10			6			6	**100**
Ed To Go	La Ronge	02/07/09 - 26/06/10			6			6	**100**
Microsoft Excel 2007	La Ronge	09/03/10 - 25/03/10			7			6	**86**
Microsoft Power Point 2007	La Ronge	13/04/10 - 29/04/10			8			5	**63**
Microsoft Word 2007	La Ronge	16/02/10 - 04/03/10			14			13	**93**
Family Wellness	Pelican Narrows	20/07/09 - 29/07/09		8			8		**100**
		Total Community / Individual Non-Credit	**0**	**8**	**43**	**0**	**8**	**38**	**90**

ADULT BASIC EDUCATION			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
ADULT BASIC EDUCATION CREDIT									
Adult 12 - Previous Grads	Buffalo Narrows	19/08/09 - 28/06/10	1			1			100
Adult 12/GED Plus	Buffalo Narrows	19/08/09 - 28/06/10	12			3			25
Developmental Studies - Phase 3	Buffalo Narrows	05/10/09 - 25/05/10	14			7			50
Health Careers Access	Buffalo Narrows	28/09/09 - 07/06/10	10			5			50
Developmental Studies - Phase 3	Cole Bay	06/01/10 - 29/06/10	8			5			63
Health Careers Access	Creighton	21/09/09 - 31/05/10	9			4			44
Adult 12	Cumberland House	24/08/09 - 30/06/10	15			7			47
Adult 12 - Previous Grads	Cumberland House	24/08/09 - 30/06/10	4	2		3	2		83
Developmental Studies - Phase 3 - Part 2	Cumberland House	08/09/09 - 22/01/10	13			11			85
Adult 12/Pre-Technologies	La Ronge	17/08/09 - 28/06/10	24			17			71
Adult 12/Previous Grads	La Ronge	17/08/09 - 28/06/10	6			4			67
Developmental Studies - Phase 3	La Ronge	12/08/09 - 30/04/10	14			6			43
Health Careers Access	La Ronge	24/08/09 - 09/04/10	11			7			64
On-Line High School	La Ronge	25/08/09 - 30/06/10		52			38		73
On-Line High School - Previous Grads	La Ronge	25/08/09 - 30/06/10		9			6		67
ABE Level 3 - Adult 10	Stanley Mission	04/01/10 - 18/06/10	16			10			63
		Total Adult Basic Education - Credit	**157**	**63**	**0**	**90**	**46**	**0**	**62**
ACADEMIC GED									
GED Prep	Beauval	25/01/10 - 04/06/10	13			9			69
GED Plus	Creighton	31/08/09 - 28/06/10	13	1		6	1		50
GED Prep	Dillon	09/11/09 - 30/04/10	24			9			38
GED Prep	Green Lake	09/03/10 - 30/06/10	14			5			36
On-Line GED	La Ronge	16/09/09 - 21/06/10		9			9		100
		Total Academic GED	**64**	**10**	**0**	**29**	**10**	**0**	**53**

ADULT BASIC EDUCATION			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
GENERAL ACADEMIC STUDIES									
Developmental Studies - Phase 2	Black Lake	25/01/10 - 30/06/10	15			9			**60**
GED Orientation & Exam Writing	Buffalo Narrows	23/09/09 - 24/06/10		7			7		**100**
Developmental Studies - Phase 2	Canoe Narrows	06/01/10 - 29/06/10	12			11			**92**
Bridging to Adult 10	Creighton	08/09/09 - 29/01/10	13			8			**62**
Bridging to Adult 12	Creighton	01/02/10 - 28/05/10	12			8			**67**
GED Orientation & Exam Writing	Creighton	15/10/09 - 11/06/10		5			5		**100**
Developmental Studies - Phase 2	Cumberland House	08/09/09 - 19/02/10	6			4			**67**
Pre Trades Upgrader	Cumberland House	01/03/10 - 28/05/10	11			7			**64**
Pre Trades Upgrader	Deschambault	14/09/09 - 11/12/09	6			1			**17**
Developmental Studies - Phase 2	La Ronge	06/01/10 - 25/06/10	16			7			**44**
GED Orientation & Exam Writing	La Ronge	04/08/09 - 09/06/10		13			13		**100**
Developmental Studies - Phase 2	Pelican Narrows	11/01/10 - 25/06/10	13			3			**23**
GED Orientation & Exam Writing	Rabbit Lake Mine	15/06/10 - 24/06/10		11			11		**100**
Bridging to Adult 10/12	Sandy Bay	08/09/09 - 24/06/10	20			7			**35**
Developmental Studies - Phase 2	Wollaston	01/02/10 - 10/06/10	15			3			**20**
		Total General Academic Studies	**139**	**36**	**0**	**68**	**36**	**0**	**59**
LITERACY									
Making the Connection	Black Lake	25/04/09 - 30/06/10		25			25		**100**
Computer Assisted Literacy	Deschambault	11/01/10 - 21/05/10	9			6			**67**
Pre-Developmental Studies A	Deschambault	14/09/09 - 18/12/09	14			7			**50**
Making the Connection	Fond Du Lac	24/03/09 - 30/06/10		38			38		**100**
Workplace Education	Key Lake Mine	01/07/09 - 30/06/10		14			14		**100**
Pre-Developmental Studies A	La Loche	01/12/09 - 28/06/10	13			6			**46**
Family Literacy	La Ronge	26/11/09 - 14/06/10		41			38		**93**
PALS	La Ronge	08/09/09 - 15/06/10		26			7		**27**
Tel for Literacy Learners	La Ronge	02/09/09 - 25/06/10		43			25		**58**
Workplace Education	McArthur River Mine	18/07/09 - 06/06/10		25			22		**88**

ADULT BASIC EDUCATION			Program Registrations			Graduated / Completed			Completion Percentage
Program	**Location**	**Dates**	*F/T*	*P/T*	*Cas*	*F/T*	*P/T*	*Cas*	
LITERACY (continued)									
Workplace Education	Rabbit Lake Mine	01/07/09 - 30/06/10		17			14		**82**
Making the Connection	Wollaston	17/03/09 - 30/06/10		28			28		**100**
		Total Literacy	**36**	**257**	**0**	**19**	**211**	**0**	**78**
EMPLOYABILITY / LIFE SKILLS									
Developmental Studies - Phase 1	Canoe Narrows	24/09/09 - 18/12/09	10			7			**70**
Life Skills/Job Readiness	La Loche	03/02/10 - 11/06/10	9			8			**89**
Developmental Studies - Phase 1	La Ronge	16/09/09 - 18/12/09	15			7			**47**
Developmental Studies - Phase 1	Pelican Narrows	21/09/09 - 18/12/09	12			8			**67**
		Total Employability / Life Skills	**46**	**0**	**0**	**30**	**0**	**0**	**65**
UNIVERSITY									
University	Buffalo Narrows	02/09/09 - 25/06/10	5	4		4	4		**89**
University	Creighton	02/09/09 - 25/06/10	10	2		9	1		**83**
Northern Local Government Authority	La Ronge	08/09/09 - 17/04/10		15			8		**53**
University	La Ronge	02/09/09 - 25/06/10	28	23		25	20		**88**
		Total University	**43**	**44**	**0**	**38**	**33**	**0**	**82**

GLOSSARY OF TERMS

Adult Basic Education Credit: ..... Academic skills development that leads to certification at a grade 10-12 level or prepares individuals to write the GED exams.

Adult Basic Education Non-Credit: ..... Learning which may include some form of evaluation, however, does not result in certification by a recognized body.

Completer: ..... A student who has completed course requirements or remained to the end of the program.

Graduate: ..... A student who has successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry

Full-Load Equivalent (FLE): ..... Total participant hours divided by the accepted full-load equivalent factor for a program group.

Institute Credit: ..... Education and training which leads to a credential (i.e. certificate, diploma, degree; from a recognized credit-granting institution).

Industry Non-Credit: ..... Education and training that meets the specific needs identified for an industry(s), group(s), firm(s) or sector(s) that does not result in credentials or certification recognized by an industry association or sector, regulatory body or licensing agency.

Student - Full-Time: ..... One who is taking courses that collectively require a minimum of 18 hours of scheduled class time per week for a minimum period of 12 weeks. There are two exceptions to this definition:
a) for apprenticeship and trade: a complete level (the length depends on the trade) is required; and
b) for university courses: a minimum of 216 hours of scheduled class time for the academic year.

Student - Part-Time: ..... One who is taking:
a) courses of less than 12 weeks duration, even if they collectively require more than 18 hours of scheduled class time per week; or
b) courses that are at least 12 weeks in duration but collectively require less than 18 hours of scheduled class time per week.

Student - Casual: ..... One who is taking courses (within a program group) that collectively total less than 30 hours of scheduled class time.

Northlands College

Administration
Box 1000
Air Ronge, SK S0J 3G0
Phone: (306) 425-4480
Fax: (306) 425-3002

Western Region Program Centre
Box 190
Buffalo Narrows, SK
S0M 0J0
Phone: (306) 235-1765
Fax: (306) 235-4346

Eastern Region Program Centre
Box 400
Creighton, SK
S0P 0A0
Phone: (306) 688-8838
Fax: (306) 688-7710

Central / Athabasca Region Program Centre
Box 509
La Ronge, SK
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